









## OFFICE OF THE COUNTY EXECUTIVE ROCKVILLE, MARYLAND 20850

Douglas M. Duncan *County Executive* 

March 11, 2005

Dear Award Recipients, Guests, and County Officials:

It is a pleasure to welcome you to the fifth Montgomery's Best Honor Awards Presentation Ceremony. It is again a privilege for me to celebrate the recognition of such an outstanding group of individuals and teams, and I offer my congratulations.

In the Montgomery's Best program, we honor the individuals and teams that distinguish Montgomery County as a creative, innovative workplace that strives to provide superior services to our residents in the most efficient manner possible. Again, this year, we recognize the County programs that are 2004 National Association of Counties (NACo) Achievement Award winners. In 2004, Montgomery County received 17 achievement awards for its outstanding programs.

In the past year, our community began to bear the fruit of seeds planted years ago. The Montgomery County Conference Center opened in North Bethesda and the Silver Spring Innovation Center became the County's second technology business incubator. The new Emergency Operations Center in Gaithersburg completes our pioneering Public Safety Communications Center and our successful Gilchrist Center program expanded to Germantown. Our organizational structure became more responsive in the areas of Fire & Rescue Services and Homeland Security.

All of these accomplishments, and more, came about because of the dedicated work of our employees and private sector partners. Today, we honor them, "the best of the best." Thank you for taking part in this event as we celebrate the accomplishments of Montgomery's Best Honor Award recipients.

Sincerely,

Douglas M. Duncan County Executive

Douglas M Dunes





OFFICE OF THE COUNCIL PRESIDENT

March 11, 2005

Dear Employees, Volunteers and Community Partners:

On behalf of the County Council, it is a great pleasure and honor to recognize the recipients of the 2004 Montgomery's Best Honor Awards. The honor awardees should be very proud to be receiving these prestigious awards. The awards represent an acknowledgement, by their peers, of the excellent service they provide the citizens of Montgomery County. Their efforts support the continuing goal of the County Council to improve the quality of life throughout the County. I applaud them for their service.

Everyday, we are challenged to find more efficient and effective ways of enhancing the delivery of services to the people of Montgomery County. The honorees serve as role models in this regard. We are proud of their efforts; they show us the way. In turn, we all benefit those of us who work and partner with them and those of us who receive the services they deliver.

In closing, thank you. Thank you for your contributions, thank you for your continued dedication to efficiency and effectiveness and, most of all, and thank you for a job well done! The County Council congratulates you on your accomplishments.

Sincerely,

Thomas E. Perez Council President



# MONTGOMERY'S BEST Honor Awards 2004



### **PROGRAM**

WELCOME Douglas Bliven

**Awards Program Coordinator** 

PRESENTATION OF COLORS Honor Guard

Department of Correction and Rehabilitation

NATIONAL ANTHEM Captain Evelyn Cahalen

Department of Police

**OPENING REMARKS**Joseph Adler

Director, Office of Human Resources

**CONGRATULATIONS** Douglas M. Duncan

County Executive

Marilyn Praisner

County Councilmember

Bruce Romer

Chief Administrative Officer

PRESENTATION OF AWARDS Douglas M. Duncan

Larry Naake, Executive Director,

National Association of Counties (NACo)

Joseph Adler

Department Directors of Award Recipients

Presidents of Labor Organizations

Walter Bader, FOP, MC Lodge 35

Gino Renne, MCGEO, UFCW, Local 1994 John Sparks, MCCFFA, IAFF, Local 1664

Bruce Romer (Master of Ceremonies)

- Executive Safety Awards
- Diversity Award
- Partnership Awards
- NACo Achievement Awards
- Customer Service Awards
- Employee Representative of the Year Awards
- Employee of the Year Awards
- Exceptional Service Awards

**CLOSING REMARKS** 

Joseph Adler

-Reception following the program-Music by the Walter Johnson H. S. Jazz Combo



# MONTGOMERY'S BEST Honor Awards 2004



### **Organizations with Awardees**

- Commission for Women
- Department of Correction and Rehabilitation
- Department of Finance
- Department of Health and Human Services
- Department of Housing and Community
  Affairs
- Department of Liquor Control
- Department of Police
- Department of Public Works and Transportation
- Department of Recreation
- Department of Technology Services
- Montgomery County Fire and Rescue Service
- Office of Human Resources
- Office of Procurement
- Office of Public Information
- Fraternal Order of Police, Montgomery County Lodge 35
- Montgomery County Career Fire Fighters Association, IAFF Local 1664
- Municipal and County Government Employees Organization, UFCW Local 1994
- Office of the County Executive/Chief Administrative Officer

# Organizations with Honorable Mentions

- Board of Elections
- Commission for Women
- Department of Correction and Rehabilitation
- Department of Finance
- Department of Health and Human Services
- Department of Housing and Community Affairs
- Department of Liquor Control
- Department of Police
- Department of Public Libraries
- Department of Public Works and Transportation
- Department of Recreation
- Department of Permitting Services
- Housing Opportunities Commission
- Montgomery County Fire and Rescue Service
- Office of the County Attorney
- Office of Human Resources



## **MONTGOMERY'S BEST**



## Award Descriptions and Criteria

### Executive's Safety Awards

- Safety Improvement Awards are presented annually to County departments with the largest percentage reduction in their occupational injury and illness rates from that of the previous fiscal year. Departments compete with other departments that have comparable hazard exposure factors.
- Certificates for Exemplary Injury Prevention are awarded to departments reporting zero occupational injuries and illnesses for the past fiscal year or for any five consecutive fiscal year periods.

### Diversity Award

This award is made to an individual or team of County employees or volunteers whose efforts have significantly promoted the County's guiding principle on diversity and, in so doing, enhanced the delivery of County services.

### Partnership Award

This award recognizes an individual or team of County employees or volunteers who have developed a collaborative relationship with intergovernmental partners or private sector individuals and organizations that has significantly contributed to the accomplishment of the County's programs and guiding principles.

### National Association of Counties (NACo) Achievement Award

This national award recognizes innovative County government programs. Initiatives receiving the award must have measurable results and have met one or more of the following criteria: offered a new service; met unfilled customer needs; upgraded employee skills or working conditions; improved efficiency and effectiveness; enhanced citizen involvement in program and policy development; and promoted intergovernmental cooperation.

#### Customer Service Award

The Customer Service Award is granted to an individual or team of County employees or volunteers who provided customer service far and above normal requirements. Qualifying service may involve official duties or voluntary activities that significantly contributed to County government or community planned outcomes.

### • Employee Representative of the Year Awards

These awards recognize the superior contributions of County employees who serve as local union officials. Each of the certified labor organizations representing County employees selects *one* recipient based on its award criteria.

### • Employee of the Year Award

Selections for these awards are made from nominations submitted by departments based on their criteria to recognize outstanding employee contributions to County programs and guiding principles.

### Exceptional Service Award

The Award for Exceptional Service is the highest level of County recognition for outstanding government service and exemplary support of County or department programs. This Award requires the demonstration of outstanding skills and abilities over an extended period of time (minimum of three years) as may be evidenced by a conspicuous record in administration or noteworthy contributions to specific County or department programs.

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# Selected Major MONTGOMERY COUNTY ACCOMPLISHMENTS

### **Montgomery County**

• The County received 17 National Association of Counties (NACo) Achievement Awards for its innovative county programs.

#### **Board of Elections**

- Implemented the Voter Credit Bar Code System that allows the BOE to meet the legally mandated deadline of election certification by expediting the process of capturing voter credit history. Timely posting of voter credit is essential for processing absentee and provisional ballots to ensure that each registered voter only votes once. The BOE is mandated by the Federal government to update voter history within 24 hours of each election, and the previously manual process took eight weeks.
- The Election Judge System captures and processes election judge information such as numerous political parties, language requirements, technical proficiencies, and training demands. Customer service for citizens serving as election judges and for other county departments has improved.
- The process of scanning over two million voter registration applications is underway. Imaging will save office space by eliminating the need to store boxes of paper files and will increase productivity by enabling electronic links to existing imaged documents.

#### **Board of Investment Trustees**

- Continued to expand outreach efforts to advise Retirement Savings Plan participants of the availability of free investment
  counseling service. Added four new lifestyle fund options to better align participants' projected retirement dates with their
  asset allocation.
- Hired a third-party administrator for the Deferred Compensation Plan to provide administrative services and mutual fund investment offerings, resulting in enhanced services, stronger fund options, and lower fees. Continued to offer biweekly investment seminars to provide participants with information on a variety of investment topics.
- The Employees' Retirement System achieved an investment return of 16.79 percent (after management fees) for the year ended June 30, 2004. The ERS return ranked in the top 17 percent, or better than 83 percent of returns achieved by similar public pension funds reporting results. According to a national pension consulting firm, ERS investment-related expenses continue to be ranked nearly 10 percent lower than those of similar funds.

#### **Board of License Commissioners**

- Redesigned Web site to provide complete information to BLC customers about all commissioners, staff, programs, schedules, etc. PDF files were added so that customers can download yearly and one-day alcoholic beverage license applications.
- Instituted a Diversity Action Plan. BLC received an above-average rating for diversity of staff employees from the County's EEO office.
- Monthly listing in The Washington Post of all alcohol violations and penalties issued for that month.

#### **Community Use of Public Facilities**

- Implemented an online registration, application and permit process for community users of indoor school space.
- Developed an online resource center for schools, libraries and Regional Services Centers that provides staff with technical assistance and step-by-step instructions for accessing reports detailing use of their facilities by the community.
- Introduced a new application form for ball fields that provides leagues with their previous season's historical use, thus
  facilitating the submission of new requests and minimizing the incidence of omissions that could be detrimental to their
  programs.

### **Department of Economic Development**

- Opened the County's second technology business incubator in the heart of South Silver Spring. The Silver Spring Innovation Center opened already 70 percent pre-leased and has become another valuable resource for the County as it continues to position itself as a world-renowned technology hub.
- Celebrated the completion and opening of the County's new Conference Center. Featuring over 35,000 square feet of meeting space, including the largest ballroom in Maryland, the Conference Center offers state-of-the-art technology with uncompromising hospitality and is already turning a profit, two years ahead of schedule.
- Partnered with the National Retail Foundation to open the Montgomery Works Sales and Learning Center. This Center will
  provide courses that teach customer service skills and train employees in every facet of the retail industry. This will be the
  only Center in the nation also offering English as second language courses coordinated by the Workforce Investment Division
  of DED.



### **Department of Health and Human Services**

- The Council on Accreditation, an international accrediting agency, unanimously approved DHHS's Child Welfare Program as an accredited child-serving agency.
- The Child Welfare Program exceeded the State-set adoption goal for the fifth year in a row.
- The Department of Health and Human Services, Public Health Services received Public Health Ready Certification for achieving emergency preparedness planning and training requirements, enhancing individual worker competency and demonstrating skills and capacity to respond to public health emergencies through interagency exercises. Montgomery County is one of 11 jurisdictions in the country to pilot and be awarded certification by the National Association of City and County Health Officials.
- For nearly 25 years, DHHS has worked with the State Department of Human Resources to include County social service-related expenditures in the State's Title IV-E Child Welfare Services Federal Financial Participation claim, and currently receives \$16 million annually in reimbursements. In FY04, Montgomery County became the only county in Maryland to be approved by the U.S. Department of Health and Human Services' Centers for Medicare and Medicaid Services to claim FFP under Title XIX Medicaid. This will generate an additional \$4,766,510 in annual revenues.

### **Department of Housing and Community Affairs**

- Enhanced the revitalization of our business districts by completing a signage/awning project in Wheaton and streetscaping in Silver Spring. Completed the Long Branch Task Force Second Annual Report, highlighting five major priority areas.
- Provided consumer education: with AARP, sponsored the first Consumer Protection Symposium for Hispanic leaders; published a gift card study in *Consumer Reports* and *The Wall Street Journal*.
- Improved the condition and availability of housing by implementing code enforcement for the City of Takoma Park, inspecting 4,500 units. Published the *Landlord-Tenant\_Handbook*. Built or preserved about 3,000 affordable housing units, including Seneca Heights.

#### Office of Human Resources

- Continued the development, implementation, and enhancement of the "MyHR" Web portal as part of our strategic plan to streamline transactions. This has resulted in a 62-day reduction in the amount of time it takes to hire a new employee. OHR was recognized by *Human Resource Executive*, a major HR publication, as a leader in the effective use of technology and OHR was one of five winners selected nationwide as the "world's most e-savvy HR organizations."
- In the Benefits area, OHR changed medical funding arrangements and joined with MCPS to bid for a prescription plan, thereby saving over \$2 million annually. Enhanced customer service by generating the Total Compensation Statement integrating salary, group insurance, retirement and other County benefits for employees.
- Diversity Day expanded to Diversity Week, with nine different events involving all employee organizations, Office of Procurement, Commission for Women, G.L.O.B.E., Community Use of Schools and host employees.
- 5,400 employees attended 450 county training courses.

### **Office of Intergovernmental Relations**

- Geographic Cost of Education Index Funding: Although the implementation of this index was a key component of the landmark legislation that increased funding for K-12 public education in Maryland several years ago, the index was not funded for FY05 because of a legal loophole. The index was created as a tool to identify and compensate those jurisdictions where the costs of providing K-12 educational services were relatively higher. OIG successfully advocated for a formula that when fully phased in (and funded), will provide Montgomery County schools with an additional \$25 million per year.
- The Federal Aging Formula is revised every 10 years based on new census data. Last year, the Department of Aging revised the formula accordingly, and the proposed formula adversely affected those subdivisions with surging elderly population resulting from the Department's attempts to hold harmless other subdivisions with declining elderly populations. OIG successfully argued that this was inherently unfair and inconsistent with statutory intent. A revenue source was identified to provide funding to hold harmless those jurisdictions with declining populations. The formula remains unchanged and the County will therefore see an increase in Aging Formula funds based on its increased elderly population.
- Helped secure approximately \$500 million in direct State aid and other State operating payments and about \$45 million in capital funding for FY05. OIG helped to facilitate awarding \$91 million of federal funds for a variety of projects including the Glenmont Garage, Long Branch pedestrian improvements, FDA at White Oak, and Montgomery College wireless mobile classrooms. OIG helped facilitate the National Seminary (Forest Glen) property transfer negotiation among Senator Sarbanes, the County, and GSA.
- Successfully represented Montgomery County's Executive and Legislative branches at the State and federal levels, despite occasional competing interests.



### Mid-County Regional Services Center/Wheaton Redevelopment Program

- With County and nonprofit (CASA de Maryland) partners, opened Wheaton Day Laborer Center.
- Concluded a comprehensive, year-long effort resulting in a Public Safety Master Plan (Wheaton Public Safety Audit) for downtown Wheaton.
- Established a "green tape" streamlined review process for qualifying businesses and projects located in the Wheaton Enterprise Zone.
- Continued working successfully with private developers, resulting in completion of 361 new dwelling units in downtown Wheaton, approvals for 189 new units and the opening of Macy's and 50 new stores at Westfield Shoppingtown Wheaton.

### **Montgomery County Fire and Rescue Service**

- Montgomery County Legislative Bill 36-03: Legislation redesigning the Fire and Rescue Service was implemented during FY04-05, providing for the first time a Fire Chief as the single authority responsible for operational and administrative functions of the Montgomery County Fire and Rescue Service. This bill strengthens the framework to ensure adequate public safety support of our community through an integrated fire, rescue, and emergency medical services program that is highly competent, highly trained, efficiently delivered, equitably administered and is provided by County, local fire and rescue departments and volunteer personnel.
- Montgomery County Legislative Bill 25-03: This residential sprinkler legislation will strengthen fire safety and will save lives by requiring the installation of fire sprinkler systems in all new detached single-family homes built in the County. Montgomery County is the largest jurisdiction in the United States to approve such a law, which required significant collaboration with home builders associations, the sprinkler industry and the Montgomery County Fire Marshal's Office.
- In redesigning the fire/rescue service, a specific focus was directed to serving at-risk populations within our community. The fire/rescue service has established a new division of Community Risk Reduction Services focused on "preventing the 911 call," which provides specific safety education and injury prevention programs targeting the elderly, our children and immigrant populations.

### **Department of Permitting Services**

- Implemented Bill 25-03, "Buildings–Residential Fire Sprinkler Systems" (requires permits submitted for new homes on or after January 14, 2004 to have fire sprinklers).
- Implemented Bill 9-03, "Development Impact Tax School Facilities" (a new impact tax), and Bill 31-03, "Transportation Impact Tax Amendments" (created new impact-tax districts and new rates).
- Instituted the use of two-compartment septic tanks for most new homes in Montgomery County. These tanks are significantly more efficient and durable than traditional single-compartment tanks.

### **Department of Police**

- The Montgomery County Police Department received reaccreditations for another three-year term from the Commission on Accreditation for Law Enforcement Agencies, Inc. The MCPD has been a nationally accredited law enforcement agency for the past 12 years, an honor that demonstrates the department's professionalism and proficiency in achieving compliance with a multitude of model, national standards.
- MCPD received the "Departmental Diversity Award" at the 10<sup>th</sup> annual County Diversity Celebration. The police department was recognized for its many initiatives to recruit and train staff and to better serve citizens in relationship to the cultural diversity of Montgomery County.
- During one weekend in September, five youths were killed and four others injured in three separate car crashes. In response
  to this series of tragic car collisions involving Montgomery County young adults, an educational initiative called "GatorAID," aimed at curbing impaired driving by teens, was launched. In addition to other educational and enforcement campaigns
  that were initiated by the police department immediately following the collisions, the "Gator-AID" program was designed by
  police officers to educate students about the effects and consequences of reckless, aggressive, and impaired driving.
- County Executive Duncan appointed J. Thomas Manger as Montgomery County's Chief of Police. Chief Manger is a 27-year veteran of the Fairfax County (Virginia) Police Department, where he last served as Chief of Police for six years. Chief Manger, a Montgomery County native, is a nationally recognized police leader with a wealth of law enforcement experience and a very successful record of accomplishments.



#### **Office of Procurement**

- Successful implementation of the Wage Bill.
- Successful Work Plan for the InterAgency Procurement Committee.
- Participated with State Grants Office to improve coordination of state grants to the County.

#### Office of Public Information

- Launched a monthly electronic newsletter for residents about County issues, programs and services.
- Developed and implemented a searchable database for newspaper articles that is available to County employees on the intranet. Articles are archived and searchable by newspaper, date, reporter and topic.
- Developed and launched a kids' web site for residents, accessible from the County's portal page.

### **Department of Public Libraries**

- Broke ground for two new libraries for Montgomery County: Germantown and Rockville. Both will be located in their
  respective "town center" projects, and both will be significant expansions from the current library services provided to these
  communities
- The library system's Health and Information Center at the Wheaton Library received national recognition in October from the National Commission for Library and Information Services. The Health Information Center was recognized as the leading consumer health information source in Maryland, and was included among 50 across the country for community health information. The library system was also recognized as one of the top ten libraries in the country serving populations exceeding 500,000.
- Libraries and the Department of Technology Services worked together to open the first WiFi access provided by the County for our residents. Five libraries now have public WiFi access, and the departments will be working in 2005 to open more WiFi HotSpots in County buildings and locations.

### **Department of Public Works and Transportation**

- Division of Capital Development: Completed the Grosvenor-Strathmore Metrorail Station parking garage, including a 300-foot-long sky bridge connection to the Music Center at Strathmore. The 1,500-space parking garage represented a 200 percent increase in capacity at the station, serving transit users by day and Music Center patrons in the evening.
- Division of Transit Services: Purchased 15 new buses, resulting in the first bus service enhancements as part of *Go Montgomery!* The service entailed a new route serving Clarksburg, a restructuring of another route to serve additional neighborhoods in Germantown, and frequency and running-time improvements on five other routes.
- Division of Operations: Acting as the lead procurement agency for a 17-member group of county and municipal governments, DPWT led an effort to reinvent the governing regulations to procure electricity. As a result, bids on over 2,600 separate electrical accounts can be awarded within hours instead of days, and the process helped the group award five percent of its energy contracts to renewable wind energy providers, the largest purchase of wind energy by a local government in the nation.

### **Department of Recreation**

- Opened the Martin Luther King Outdoor Pool, featuring the County's first "lazy river" tube ride.
- Opened the Satellite Office for the Charles Gilchrist Center for Cultural Diversity in the Upcounty Regional Services Center.

### **Department of Technology Services**

- Activated the new Public Safety Communications Center and Public Safety Communications System on July 20, 2003. These new tools enable the public safety agencies to provide the best possible service to the community.
- Implemented two powerful tools—Anti-Spam/System Management Server (SMS)— in the continuing battle to keep the County's computing infrastructure safe and efficient. The Anti-Spam appliance keeps out unwanted and destructive e-mails. SMS enables IT staff to keep the thousands of PCs up-to-date and provides instant remote support.
- The County's Information Technology Architecture, first released in October of 2003, has served as a strategic guide to program investments during the annual budget review process. The Enterprise Architecture has been successfully leveraged in the implementation of several key projects such as Single Sign On (SSO), financial disclosure, and the HR open enrollment pilot.



# **Executive's Safety Awards**

## Safety Improvement Awards\*

# **Department of Correction and Rehabilitation** (Category 1) **Arthur M. Wallenstein, Director**

FY03 Claims	FY04 Claims	Percentage Change	
78	71	-9%	

## **Department of Recreation** (Category 2)

Gregory A. Bayor, Director

FY03 Claims	FY04 Claims	Percentage Change
17	12	-29%

## **Department of Environmental Protection** (Category 3)

James A. Caldwell, Director

FY03 Claims	FY04 Claims	Percentage Change
6	3	-50%

<sup>\*</sup> Categories include departments with comparable hazard exposure factors.

## Certificates for Exemplary Injury Prevention\*\*

Office of Community Use of Public Facilities (5 Years)

Board of Appeals

Office of the County Executive

Office of Intergovernmental Relations (5 Years)

Office of Management and Budget

Office of Procurement

Office of Public Information (5 Years)

<sup>\*\*</sup> Category 4 organizations reported no occupational injury or illness claims in FY04 that incurred a County monetary loss.



# **County Diversity Award**

## Latino Health Promoter Program "Vías de la Salud".

### Department of Health and Human Services, Latino Health Initiative

Marcela Alvarado Ro
Isabel Álvarez Pa
Doris Armas Bl:
Elizabeth Jimenez Bermúdez Án
Melba Blanco Gl
Blanca Elisa Colindres El
Maria de León Mi
Olga Di Bari Di

Rosa Lidia Fernandez Paola Fernan-Zegarra Blanca Gómez Ángela Gualteros Gloria Rocha Guzman Elva Jaldin Mirta Lahiguera Dina Maravilla Jessica Moore Noemí Ortiz **Mercedes Moore** Luz A. Pérez Cisneros Sonia Mora Rosalba Recinos Carmen del Rocío Nacimba Manuela Reyes **Nancy Newton Candy Romero** Maria N. Torres **Sonia Nieves** Reyna Ochomogo Venecia Vélez Josefa Ordóñez Lesly Villatoro

The Latino Health Promoter Program "Vías de la Salud" (Pathways to Health) is a model program tailored to improve access to care among low-income Latino families and to promote healthy lifestyles.

A unique aspect of this program is its use of grassroots Latino community members, trained as volunteer lay health promoters to provide Spanish-language outreach, education, referrals, and advocacy. As Latinos, they understand the socio-cultural beliefs and values of their friends, neighbors, and co-workers, and are able to use their dedication, enthusiasm, creativity, and patience to remove obstacles to practices that reduce health disparities, to overcome language barriers, and to gain the trust of the Latino community.

Currently all promoters are female and live in County areas densely populated by Latinos. All work full-time and most have several children. The program has been in operation since 1997. Promoters meet monthly, when they receive training, submit reports, and update the program coordinator about community issues. The coordinator then brings information to the appropriate channel within DHHS.

Examples of the "Vías" commitment to helping others include the following achievements in FY04:

- 1. Helping more than 307 Latino families to fill out the MCHP (Maryland Child Health Program) application and navigate the Health Department requirements to determine eligibility for this program.
- 2. Planning, organizing, and conducting community campaigns and health fairs to educate Latinos about tobacco use prevention, such as the Great American Smoke out and World No Tobacco Day.
- 3. Informing and referring more than 296 families to medical assistance and other health programs available in the County.
- 4. Providing feedback to County leaders in issues affecting the health of the Latino community.

Not only does this talented group of grassroots people make valuable contributions to Latino well-being and to DHHS, it also develops new leadership capacities and empowers the Latino community.



### Office of Fire Code Enforcement

### **Montgomery County Fire and Rescue Service**

Richard Barnes Dan Deckert Matthew Kelleher William Ruth

Mark Barrick Michael Donahue **Curtis Kendall** Michael Semelsberger **James Barton** John Feissner Wayne Koontz **Kathy Settles** Richard Merck Yvette Brogden R. Neal Hobbs Mary Shaffer **Christopher Crittenden** David Pazos Joseph Simpson **Wavne Hummer** 

**Reed Daniels** 

Introduced on July 22, 2003; enacted on October 7, 2003; Executive signing on October 15, 2003 and effective January 14, 2004, Bill 25-03 Residential Fire Sprinkler Systems became a reality. An MCFRS goal for over 15 years Bill 25-03 was a national achievement for Montgomery County. The goal required years of work by many people but the hardest part was yet to come, implementation. The building industry was completely against the bill and is skeptical of the technology. They were concerned that the addition of new trades people and review process would increase construction prices. This would begin a short but intense implementation process for the staff of the OFCE as they worked together in classic quality fashion.

Recognizing the concerns of home builders OFCE established a planning process to create a collaborative relationship with the Department of Permitting Services (DPS), Maryland National Capital Building Industry Association (MNC-BIA), Developers, builders and sprinkler contractors that significantly contributes to the accomplishment of the County's programs and guiding principles. Several forums were initiated with various members of the affected industries. From these forums OFCE began to understand concerns of the building Among these concerns were delays in industry. construction that increase costs, uncertain requirements with high inspection failure rates, and systems failures leading to property loss at the contractor's expense. These and other concerns were addressed and resolved to the satisfaction of the building industry and they have since expressed their praise for process. A regular meeting schedule began in December to facilitate key stakeholder communication and special forums were set up to address problem trends and larger issues. Open discussion and problem resolution increased trust between the stake holders and helped to identify bestpractices, inspection failure root-causes, impact of new

practices or applied technology, procedures, and improvements.

The stakeholder meetings helped the OFCE identify many improvements that have enhanced the interrelationship. A key to home builders is pressure of keeping vigilantly to their construction schedule. To assist in this requirement the OFCE implemented a dedicated telephone line to improve inspection scheduling and provide quick feedback to contractors. Another area of interest to the builders was a fast turn around on scheduling inspections. To meet this expectation the OFCE guaranteed and has met a 24-48 hour turn-around time for inspections reducing contractor delay and building costs. This was met despite not receiving the necessary resources to accomplish the new level of work as the preparations of regulations were not completed yet.

Some additional improvements came about to assure a high rate of inspection approval, through improved contractor work. The OFCE provided work check and educational materials to point out critical inspection problems. OFCE developed a contractor's inspection check sheet to minimize inspection failures. These are distributed with each set of approved plans by DPS. In addition, OFCE has developed an education video for distribution to all contactors that demonstrates key problem areas and proper installation techniques. These educational improvements have reduced inspection failure rate to less than 5%, which historically ranges from 15% to 20%.

The open dialog between stakeholders results in an approach that meets the needs of the building industry, reduces construction delay and costs, ensures properly installed fire sprinkler systems and increases home fire safety, This is evidence of value added both for new citizens and the business community alike.



## **Montgomery County Child Care Resource and Referral Center**

### **Department of Health and Human Services**

Jennifer ArnaizEllie DiLiberoLeslie HammC. K. TenenbaumSusie CarpioSydney FrymireKadia KamaraBarbara WarmanNancy CurtisJohn GillispieMaria RosarioSarah Wilch

Joyce DeVilbiss Assunta Hage

The Montgomery County Child Care Resource and Referral Center (MCCCR&RC) provides a wide variety of services for parents and child care providers in order to enhance children's access to safe, healthy and nurturing child care programs and to support their school readiness and success. The program is a partnership of the Department of Health and Human Services and the Mental Health Association with staff from both agencies. In addition, the staff works on a daily basis in collaboration with other community partners to maximize the community resources on behalf of children.

In FY04 the program lost 33% of its state funding which resulted in the loss of several positions, a reduction in operating funds and a shift in program priorities and policies. During the course of the year staff were trained to cover job responsibilities that had been assigned to others and new grants were accessed that brought in resources but also required staff to shift responsibilities further, and to initiate new projects.

The program outcomes show that despite the drastic changes to the program, the program's services actually increased. This was in large part due to the collaborative work of the staff and the community partnerships that staff nurtured during this challenging year.

To address the potential gap in training services, staff worked with community partners including the Judy Center, Montgomery College, Montgomery County Public Schools, the Child Care Administration, the Family Child Care Association, the Organization of Child Care Directors and private training agencies to cosponsor training events. The result was an expansion of the training MCCCR&RC offered from 131 trainings to 190 trainings and two other received training agencies grants with MCCCR&RC technical assistance.

Staff also worked in collaboration the Reginald S. Lourie Center, Family Services Agency, Jewish Social Services, and Project ACT to expand and enhance onsite mental health services for children in child care, benefiting 1,995 children in 31 programs in FY04 compared to 1,333 children in 23 programs in FY03.

Services for parents were also expanded with the addition of free volunteer tax preparation serving 188 low-income families provided by 12 community volunteers. An intensive campaign was conducted to collect updated information from 700 of the 1,500 providers on the database used for parent referrals. This campaign was spearheaded by the MCCCR&RC Advisory Board made up of representatives from diverse agencies. In addition, the campaign and the Resource Library services for parents and providers were made possible by 35 child care providers who volunteered 382 hours of service to MCCCR&RC in FY04.



## **Montgomery County Hospital Collaborative Group**

Department of Health and Human Services, Montgomery County Fire and Rescue Service, Johns Hopkins University Applied Physics Laboratory, Holy Cross Hospital, Shady Grove Adventist Hospital, Washington Adventist Hospital, Suburban Hospital, Montgomery General Hospital, Adventist Health Care, and Kaiser Permanente

Gordon Aoyagi Joanne Balderson Kenneth Bauer Michael Coe Jennifer DeMatteo Margaret Duffy David Dworak Tracey Eichelberger Susan Glover Brian Gragnolati Patricia A. Hawes Richard Helfrich Bill Hentosh Brian Hunt Kathy Hurt-Mullen Bill Kelly Sheri Lewis Karen Lieberman Joe Lombardo Peter Monge Cindy Notobartolo Jim Resnick
Claude Schwab
Kevin Sexton
Dr. Ulder J. Tillman
Kathy Wood
Deborah A. Yancer

In 2001, the Emergency Management's Group Hospitals Committee recognized a need to coordinate standardized planning and implementation of emergency response protocols to facilitate delivery of critical services during public health and medical emergencies. The establishment of the group was undertaken and directed by the Presidents/CEOs of the health institutions. Hospital Collaborative Group continues to meet monthly to discuss the mutually held goals of governmental and private heath emergency response The partnership was solidified by planning. execution of a Memorandum of Understanding (MOU) between the five county hospitals, Kaiser Permanente. the Montgomery County Administrator and County Health Officer in April of 2004.

Together, the many accomplishments of this group speak to the tremendous sense of commitment of the organizations involved in assuring responses to emergencies that value the quality and efficiency of health care delivery to this community over the business goals of the individual institutions. It would indeed be difficult to identify any other group that has voluntarily taken on such important work for the mutual benefit of the residents of Montgomery County. The work products of this group are too numerous to list, however, a few of the many accomplishments of this group are:

Hospital Radio Net: To facilitate reliable, efficient and secure communication between institutions and County government the Group arrived at consensus on the most appropriate technology and implemented the Hospital Radio Net using PS2000 technology.

ESSENCE IV: The Group supported implementation of an automated early disease detection system to increase the County Health Officials' capacity to recognize important changes in community health status that could indicate the emergence of a widespread emergency, such as SARS or acts of bioterrorism. The Hospital Collaborative Group provided strong support for this program and facilitated obtaining approvals from their institutions' information technology, legal and executive staff to implement the program. This surveillance program has been of invaluable use to Public Health Emergency Preparedness and Response staff and has improved daily operations of routine public health disease detection activities.

Standardized Emergency Equipment: The Group has made unified decisions regarding the purchases of medical supplies and equipment for use during emergencies in order to facilitate sharing of resources should that become necessary as is often the case.



## **Gaithersburg Business Alliance**

Department of Liquor Control, Department of Police, Board of License Commissioner's, City of Gaithersburg, Extra Eyes, Maryland State Highway Office, Montgomery County Highway Safety Office, Century Council, and Maryland Hospitality Education Foundation

Meg Baker	Lt. Dave Falcinelli
Chris Baliles	Bill Georges
Jim Brady	Carlos Grajeda
<b>Scott Cameron</b>	Laura Heenan
Sgt. Jacques Croom	<b>Cindy Hines</b>
Vickie Darnall	Brian Hopkins
Kathie Durbin	MPO John Leache

Mounting concerns about underage drinking and over-service of alcohol in Gaithersburg created a need to develop an alliance to engage businesses licensed to sell/serve alcohol. The Gaithersburg Business Alliance (GBA), developed through the Department of Liquor Control Community Outreach Office, is model public/private collaboration. Partners include the City of Gaithersburg Police, Montgomery County Police (6<sup>th</sup> District), Extra Eyes, State and County Highway Safety, the City Manager's Office, the Board of License Commissioner's, the Century Council, Maryland Hospitality Education Foundation, and the Department of Liquor Control.

The GBA conducted 14 Cops in Shops Police details, a cooperative program that requires the willing participation of licensed establishments. Police posing as employees of the business or customers, are stationed inside the premises to apprehend underage persons when they attempt to buy alcoholic beverages. Enforcement officers also have a secondary educational role, which is to share their expertise with employees on such subjects as false or fake ID, the signs of intoxication, and the physical and behavioral characteristics of minors. The objective of the program is not just to apprehend underage buyers but to hold them accountable for their acts. Additionally, the program leaves employees with a better understanding of their legal responsibilities and the knowledge necessary to fulfill them. A public awareness and media campaign was also launched to establish greater community collaboration and support. Signs, posters, press releases and training seminars were used to achieve an increase in community perception that "Enforcement is working with local businesses."

Julie Maione
Jennifer Martineau
Dorothy Moore
POIII Bill Morrison
Sonia Nieves
Annie Powell
Ron Price
MPO Randy Rude
Sgt. Scott Scarff
Margo Stanton
MPO Rudy Wagner
Marshall Weston
Sgt. Mary Whalen
Diane Wurdeman

Citizens trained by police called "extra eyes" worked outside the businesses. Armed with police radios, they reported violations occurring in the parking lot or surrounding areas.

The Board of License Commissioners (BLC) sought out businesses to participate in the program, the BLC is a crucial link in identifying establishments, owners and management.

State certified alcohol server trainings were offered to the 150 Gaithersburg licensed establishments in Spanish and English. Business Risk Assessments were conducted to identify high-risk policies and procedures of establishments and servers. Trainers provided feedback to the businesses to develop strategies to reduce the potential for continued risk of underage drinking and over-service of alcohol.

These interventions will have long-term effects in the Gaithersburg community. Changing social norms will reduce the negative consequences of irresponsible alcohol service in businesses, eliminate mixed messages, and increase effectiveness of policies and laws.

The GBA intervention strategy and materials are currently being used as a model by other communities. Combined efforts of enforcement and prevention with licensed establishments, demonstrate the effectiveness of working together to reach common goals of safe communities and healthy businesses.



## **Mid-County Neighborhood Initiative**

### **Montgomery County Police, in conjunction with**

Montgomery County Collaboration Council for Children, Youth and Families, Maryland National Capital Park and Planning Commission, Department of Correction and Rehabilitation, Global Mission Church, Mid-County United Ministries, and the Captain Joseph A. Mattingly Family

Judy Abrecht	Gayle Driver
<b>Audrey Adams</b>	Lt. David B. Gillespie
Marty Aument	Valerie Graham
Peg Beck	Tomas J. Hardman, Jr
Rosa Bowers	Sue Holloway
<b>Connie Caldwell</b>	Susan Johnson
Kenneth J. Cohen	Blanca Kling
Irene Cross	Barbara Latta
Craig Dowd	

It is my pleasure to nominate the Mid-County Neighborhood Initiative (MCNI) - Community Policing Workgroup for the Montgomery's Best County Partnership Award. The Workgroup is a grass roots organization that is committed to improving the quality of life in the Bel Pre Road/ Hewitt Avenue community, which is designated as one of the 4th District's C-SAFE (Collaborative Supervision and Focused Enforcement) areas. Members of this group work closely with the Montgomery County Collaboration Council for Children, Youth and Families, the Montgomery County Police Department, the Park Police, the Recreation Department, local schools and community members. The people in the MCNI Workgroup worked tirelessly during this past year to initiate youth programs, conduct community outreach and develop programs that encouraged youth development, and diversity appreciation. The group initiated several noteworthy programs outlined below:

One of the first programs I would like to mention is the creation of the Captain Joseph A. Mattingly Food Bank. Captain Mattingly was a member of the MCNI-Workgroup in 2003 and had wanted to create a Food Bank in the Wheaton Community to serve those in need. After his untimely death in September, 2003, the Workgroup moved quickly to create the food bank in his honor. Group members worked diligently to establish the food bank and solicited the help of a local church and the Mid-County United Ministries. The food is stored at the Wheaton Presbyterian Church and distributed from the Mid-County Regional Services Center. The group has conducted several food drives and will continue its dedication to the community in honor of the late Captain Joseph A. Mattingly.

The showcase event of the year was the creation of the 1st

Ron Levergood Rev. Tae Pae Virginia Lichtman **Kathy Paunil** Gabriella Liquorie **Nancy Riches** Elizabeth Mattingly Vivian Scretchen PO III Rob Musser Lillian Shackelford Ninahualpa Nelly Sally Shulman Anabela Nieves **Christine Simms** Sonia Nieves Michael Tchou

Annual National Night Out event at Northgate Park. The purpose of this event was two-fold. First, it was to mobilize hundreds of people in the C-SAFE community to stand united against crime in the same park where sniper victim Conrad Johnson was slain. Second, it created an environment that showcased the value of the many cultures in the Bel Pre area. It was an opportunity for members of our diverse community to come together and celebrate. Entertainment included Bolivian dancers, Panama Folk dancers, line dancing and many other fun activities. The Workgroup worked closely with the community to get widespread participation. This event was a huge success and over 400 people attended. Honored guests included Council member Marilyn Praisner, Council President Steven Silverman, Nancy Floreen and Maryland State Delegates Adrienne Mandel and Carol Petzold, and Gail Street from Senator Barbara Mikulski's office. Chief Manger was also in attendance, as were officers from the Montgomery County Police, Park Police, and the Kensington Fire Department.

The MCNI-Community Policing Workgroup also conducted community seminars on Domestic Violence and Safety Tips regarding the Bounty Hunters who were conducting home invasion robberies in the Hispanic Community. Some members also sponsored families in need during the Christmas season and provided many gifts to children and families who were victimized during the past year.

The MCNI-Workgroup is made up of productive caring people who are sincerely interested in making a difference in our youth and our community. Their service is commendable and the community is a better place because of them.



# **Equipment Maintenance Operations Center Compressed Natural Gas Fast Fill Fueling Site**

## **Department of Public Works and Transportation**

Wesley Beasley Reb Guthrie Suresh Patel Joseph Sieve

Robert Betbeze Robert Michael Mark Ricketts Sharon D. Subadan

Bruce Guthrie Thomas Ostrye

This nomination recognizes the unified efforts of a group of individuals from both the County and the private sector, who formed a partnership to construct an unmanned, automated fast, fill Compressed Natural Gas, (CNG) fueling site that reduced the time necessary for fueling the County's CNG buses from approximately 8 hours per bus to approximately 4 minutes per bus. The County has 59 CNG buses and the prior slow fill hosted only 24 buses and took 8 hours to fill each bus to 2/3 capacity. The new site fills CNG buses to 100% capacity in approximately 4 minutes per bus. The fast fill fueling site has 3 fueling skids and each skid has the capacity of fueling 2,050 Standard Cubic Feet per Minute. Fueling takes place during off peak power hours, making the cost of the fuel less expensive than diesel. The site was designed be and is completely above ground for ease of maintenance and to lower the cost of construction.

The Department of Public Works and Transportation's Division of Fleet Management Services and Division of Capital Development formed a partnership with Fuel Solutions,

Washington Gas and The Hanover Company. The group shared equally information, responsibility, and ownership for all aspects of the project. The dedication and cooperation of the group was evident from start to finish. The group found innovative ways to save over \$500,000 on the project, while the project was in the planning stage. Additionally, the partnership coordinated construction with Washington Gas to lay 3/4 of a mile of underground gas line without disruption to traffic flow and existing neighboring businesses along Shady Grove Road and Route 355, and ensured each phase of the construction was completed simultaneously. Construction was completed in three months and came in under budget. The site can fuel 200 CNG buses in an 8 hour period, meeting current needs and the anticipated expansion in transit services as well as anticipated additional buses for many years to come.

This fueling site now stands as a model to other jurisdictions to emulate. Other mass transit properties, from as far away as New York City, have visited the site in hopes of duplicating Montgomery County's efforts in their jurisdiction.



# A Brave New World: Opportunities and Challenges for Immigrant Women

## **Commission for Women and Immigrant Women in Montgomery Committee**

Regina Borkoski Jodi Finkelstein Paula Rodgers Yun Jung Yang

Patricia Cornish Deborah Horan Tracy Stuger Judith Vaughan-Prather

Victoria Dolan Clotilde Puertolas

Montgomery County, Maryland, has one of the fastest growing immigrant populations in the country, and is quickly becoming one of the most diverse communities in the nation. While all new arrivals to our country face challenges as they settle here, immigrant women face a special, and often unnoticed, set of challenges. In addition, the diversity of language, culture, and socioeconomics create new pressures on social institutions including the schools, police, and social service providers.

To address this issue, the Montgomery County Commission for Women's Immigrant Women in Montgomery committee organized a series of four seminars which offered the experience, insights and recommendations of experts. The series was entitled "A Brave New World: Opportunities and Challenges for Immigrant Women in Montgomery County." The seminars were conducted in June, September, October, and November of 2003.

The first seminar provided an overview of the many challenges facing immigrant women, featuring an expert panel of advocates, community leaders and service providers discussing their insights and recommendations on a range of social, cultural and economic issues impacting immigrant women and their families. The remaining three seminars focused on *Education Issues for Immigrant Women* 

and their Families; Health, Safety and Domestic Violence Issues; and Employment and Economic Issues.

The targeted audience was leaders of women's organizations, advocates, service providers and community activists. Speakers with expertise in population demographics, immigration law, health, safety, domestic violence, education and employment issues for immigrant women and their families were brought in to help raise awareness, and commitment to action by those community leaders.

This series of seminars provided new and very valuable information that benefit both the residents and the service providers of this county. The events also provided a venue for the development of connections and networks between providers and community advocates. organizational leaders, to begin filling gaps in information and services. An important outcome of this program was the enhancement of the level of citizen understanding of government and non-profit programs serving, or that could better serve the population of immigrant women.



## Facility Based Quality Health Care Services and Enhanced Public Safety

## **Department of Correction and Rehabilitation**

Robert L. Green Linda McMillan **Anthony Sturgess** 

Correctional Health care is one of the most complex and demanding aspects of correctional practice in America. Prisoners bring enormous health care deficits with them and county government must respond to a broad range of serious health care needs of the prisoner population. Legal mandates require a community standard of care if a person is to be properly treated. Historically many of these services were considered too complex and technical to provide within a jail environment and prisoners were transported routinely to health care resources in the community. The transports created an obvious public safety risk and were very demanding in terms of sheriff resources that might have been spent in other areas of law enforcement.

Working in collaboration the Department of Correction and Rehabilitation, the County Council Public Safety Committee, Office of the Sheriff, and the County Police sought to determine what services might be brought inside our jail facilities that would still retain a community standard of treatment but would diminish the need for prisoner transport.

The Correctional Health Care Administrator working in concert with community agencies developed working protocols and operational agreements to bring the following services in-house within correctional agencies:

- A. Chest X-ray
- B. IV therapy
- C. Dialysis
- D. Wound Suturing as appropriate
- E. X-rays for TB verification
- F. Physical therapy for orthopedic injuries

These efforts have returned sheriff's deputies to other law enforcement tasks while ensuring a continued community standard of treatment for the prisoner population and national health care accreditation for the Montgomery County Correctional system.



### Finance "G2B" Tax Lien Sale Process

### **Department of Finance**

Diane Bloom Scott Foncannon Mike Parent Glenn Wyman

Phavann Chhuan Robert Hagedoorn Benita Ware

Like many jurisdictions across the nation, Montgomery County sells tax liens as a means of collecting unpaid taxes and transferring the collection and legal costs to the private sector. In 2003, a streamlined, simplified government-tobusiness (G2B) auction process which takes only two hours to complete was implemented to replace the formerly staff intensive, two-day, and frequently chaotic tax lien sale process. The new system uses a combination of simplified processes and technology to ensure that all tax liens are sold, and that the County collects all delinquent property taxes and related penalty and interest The new process takes a minimum amount of time, and considerable time and money are saved by the County, taxpayers, and investors. At the same time, the integrity of the public auction process is ensured.

Montgomery County's innovative Finance G2B Tax Lien Sale Process has resulted in significant savings of staff and private business time, and an efficient process that allows the results to be known within minutes rather than days. Under the prior tax lien sale process, it took in some cases several days before a tax lien sale was completed. Up to 1,500 individual properties were auctioned off one at a time. The newly streamlined process includes the grouping of tax liens and selling them using a sealed bid process. In 1999 Montgomery County became the first local jurisdiction in the State of Maryland to adopt this innovative "sealed bid group process."

The new process is nearly completed immediately after 2:00 pm on the day of the tax sale at which time the winning bids are determined. The entire process takes no more than two hours, all of which is spent on computer time and electronic notification of bidders by one or two staff members.

The Finance G2B Tax Lien Sale Process did not require sophisticated computer programs or hardware. Computer technology was applied in the random assignment of accounts to groups, the calculation and verification of the bids, and in the electronic transmission of bids via e-mail. No rocket science or space technology was applied. It is an elegantly simple process that is a vast improvement over previous methods.

The revised program involved literally no additional cost to County taxpayers. The changes in grouping the liens, modifications to the advertising, and communicating the revised process to investors was accomplished completely in-house by existing staff. County considered several sophisticated computerized bidding programs offered by various companies, but found that the additional features offered did not offset the additional costs that would be incurred and passed along to County taxpayers. Using a process that is maintained and controlled inhouse, without dependence on external computerized systems that could jeopardize the auction, provided both ease of use and peace of mind. The simplicity of the tax sale process as developed by Montgomery County has made it an instant success.



## **Community Crisis Mental Health Partnership**

Department of Health and Human Services, Mental Health Association of Montgomery County, and Montgomery County Public Schools

Jean Burgess Sharon Friedman Judy Madden

Following the September 11 terrorist attacks and the sniper shooting incident of Fall 2002, leaders of mental health programs within Montgomery County recognized the need to coordinate the numerous requests for assistance with those agencies and volunteer professionals who were trained and/or willing to provide a crisis mental health response.

The Montgomery County Crisis Center (Department of Health and Human Services), the Montgomery County Public Schools and the Mental Health Association of Montgomery

County came together to form a partnership to ensure a well-organized crisis mental health response whenever community residents have been impacted by disaster.

This successful collaboration resulted in the conception of shared goals, and the training and organization of over 150 volunteer professionals within the county jurisdiction to respond to a communitywide crisis utilizing the accepted model of intervention for Montgomery County.



# **Substance Abuse Services for Women Department of Health and Human Services**

Kim M. Ball Lissa Hicks **Sharon Lemone Catherine McAlpine** 

Montgomery County Addictions Services received a grant from Substance Abuse and Mental Health Administration (SAMHA) and the Center for Substance Abuse (CSAT) to provide treatment to homeless women with substance dependent and cooccurring disorders. The program was designed to provide treatment and other supportive services that are gender-specific, culturally competent, and include strategies that are known to promote abstinence from alcohol and other drugs; stabilize mental health symptoms; improve social and family functioning; and reduce future risk and episodes of homelessness. The program focused on four interrelated components that expanded access to treatment services by strengthening a "no wrong door."

The four strategies were a gender-specific intensive outpatient treatment program for homeless women with substance use or co-occurring disorders; intensive case management and outreach to engage the target population and enhance treatment effectiveness; supervised supportive living units that were provided by Montgomery County Housing Opportunities Commission; and the last component was inter and cross-organizational training and system analyses to enhance community-wide response and improve effectiveness of inter and cross agency services

with the development of Substance Abuse Services for Women (SASW), Adult Mental Health and Substance Abuse Services increased the referral rate of women, improved the retention rate in treatment, reduced the number of criminal justice involvement while in treatment, and developed a 12-week curriculum to improve developmental decision-making skills. SASW was an innovative, cost efficient program that demonstrated effectiveness with a challenging population. The program combined existing resources, proven best practices, and sound theoretical knowledge to fill existing gaps in services, promote intergovernmental cooperation and coordination, upgrade level of training of county employees; and enhance the level of citizen participation.

The program supported the employment and professional development of homeless women, collaborating with other HHS services decreasing the dependency on state and county financial support. One consumer was featured on a national web-cast sponsored by SAMHSA as part of National Recovery Month 2003. Two articles about the program and its findings have been published in academic peer journals.



# Community Computer and Internet Training to Utilize County Services Office of Human Resources

Richard Adams Joseph Adler

David Batitto
Parker Hamilton

Sylvia Jarquin Carlos Vargas

Over 80% of households in Montgomery County, Maryland, have access to the Internet. However, there is overwhelming evidence that only a small percentage of residents have the technical expertise to go beyond the limited use of e-mail to take full advantage of the broad social and economic opportunities afforded by the Internet. As the County continues to make more of its services available on-line, it is apparent that local government has to take a lead in providing the means for potential users to gain access to these services.

For example, the County's Office of Human Resources (OHR) implemented an on-line resume application processing system to support and manage the approximately 20,000 job applications per year for County positions. This allows candidates to apply for County job vacancies through the Internet However, implementation depended upon candidates being able to apply for County job vacancies on-line, whether or not they have a computer with Internet access. The problem was that no means existed for providing resources and technical infrastructure to ensure that County residents understand and have the ability to participate in these available services to benefit from the expanding digital economy.

Montgomery County and Peopleclick, Inc., a private company that specializes in workforce acquisition utilizing technological strategies, jointly identified the solution for helping County residents bridge the digital divide.

The solution was to provide County residents a 90-minute, hands-on instructional training session with a "lab" component. The goal was to expose as many residents as possible to the digital community through a positive and nurturing experience to enhance their personal curiosity and to satisfy their need for continued learning. In concert with several other County agencies, Peopleclick, the Office of the County Executive's community liaisons, and the One-Economy Corporation (a non-profit organization dedicated to improving lives through the Internet), the OHR developed and provided nocost Internet training to County residents, to participants of the County's Pre-Release Program administered by the Department of Correction and Rehabilitation, and to public housing residents of the Montgomery County Opportunities Housing Commission. Montgomery College generously provided the site for the training.

Training materials were developed specifically to achieve the project objectives and to serve as reference material at each of the public access computer sites. The participants developed the capability of using the Internet search engine and to access the County's Internet site with its various on-line services. Thus far, hundreds of County residents have participated in this convenient, cost-free training opportunity and are now able to take full advantage of the on-line services provided by local government.



## Spanish Language Pedestrian Safety Outreach Campaign

### Office of Public Information and Office of the County Executive

Carlos Alfaro
Marcela Alvarado
Isabel Alvarez
Esther Bowring
Norma Fernandez
Lori Gillen
Joe Heiney-Gonzalez

Luis F. Hurtado Julie Maione Bernard Marra Luis Martinez Mercedes Moore Sonia E. Mora Nancy Newton Reina Ochomogo Liliana Pinzon Paola Regalado Manuela Reyes Patricia Risinger Margo Stanton Alexandra Teaff Maria Nelly Torres Myriam Torrico Teresa Wright

ger Dr. Gilberto A. Zelaya, II

The Montgomery County Spanish Language Pedestrian Safety Outreach Campaign was developed to respond to an issue of increasing public concern in the Latino community --

pedestrian safety. Over a three-year period, 23 percent of the pedestrians killed in the County were Latino, although they represent only 11

percent of the population.

the County developed In response, to bring together diverse methodology elements in the community in a collaborative The result was creation of a partnership. unique campaign in Spanish to heighten awareness of pedestrian safety and reduce unacceptably high numbers of injuries and deaths. The County partnered with other regional jurisdictions to leverage limited resources, and also created a toolkit for the State of Maryland to be used by other communities to replicate this successful process and program.

The campaign was aimed at newly arrived immigrants and Latinos with limited literacy in both Spanish and English. The campaign features increased law enforcement; tip cards; posters; giveaways; proactive press events; a unique grass-roots education program using peer educators; and safe-crossing workshops for young children. The campaign materials, with simple graphics, focus on messages that emphasize pedestrian behaviors that can save lives.

Focus groups were used to test the effectiveness of the campaign slogans and materials. Public awareness of pedestrian safety was evaluated both before and after the campaign. The campaign resulted in a nearly 30 percent increase in recognition of the campaign logo/slogan and nearly 60 percent of respondents recognized that the crosswalk symbol denotes a safe place to cross the street.



# **Integration of Facility Access and Parking Control with Photo Identification Card Access System**

## **Department of Public Works and Transportation**

Ronald Smith
James Treichel

The Montgomery County, Maryland, Department of Public Works & Transportation (DPWT) is responsible for providing physical security for over 350 facilities Countywide. These facilities include libraries, community recreation centers, childcare centers, regional service centers, garages, crisis centers, health centers, police stations, public safety facilities, and general office facilities.

In order to better control access and improve overall security, under the leadership of Ronald Smith, Chief of the Security Section, and James Treichel, Security Supervisor, Montgomery County has adopted a County-wide employee identification card (ID) access system. The picture ID card is a "smart card" with an embedded proximity chip which reads back to a CPU through a scanner.

Displayed by County employees throughout the business day, the ID card has become an easily recognizable form of identification and also serves as a programmable, electronic "key" to control access to County facilities. The supporting software allows for individual programming, assigning entry access to a single door in a single facility, or to all locations within the County.

Access can also be limited to only specific hours. In an unscheduled, after hour mode, an employee presents their card to a scanner and their picture

appears on a monitor in the Security Command Center. An officer compares the picture with a virtual view provided by cameras and authorizes entry.

Montgomery County's integration of facility access and parking control with photo identification is an innovative program that addresses safety and security issues in the workplace and public safety in County facilities. Employees and the public demand a safe and secure work environment. This program has enhanced the safety and security of County facilities, while giving the County the flexibility to balance its "open government" philosophy against prudent security measures in a world of changing threat conditions.

The County has not only introduced the concept of photo IDs into its employee and business "culture," but has also been successful in using this change and as opportunity to solve outstanding concerns with access control and general physical security. By integrating technological capabilities, the County has turned a simple photo ID card into a multi-dimensional "tool."



## **Puradyn Oil Filtration System**

### **Department of Public Works and Transportation**

Calvin Jones Sharon D. Subadan

Works and Transportation, Division of Fleet Management Services, (FMS) initiated a pilot program that eliminates the need for regular oil changes by installing Puradyn oil filters to the engine of transit buses. The filter cleans the engine oil through a continuous filtration process which removes all solid contaminants down to 0.5 to 1.0 micron, in addition to liquid contaminants such as water, fuel, and glycol. Additionally, the Puradyn oil filter element replenishes oil additives consumed in normal operation bringing it to near new specifications, eliminating the need for costly and time consuming routine oil changes. This filtration system has significantly reduced the consumption and costs of oil and reduced labor Additionally, this method reduces the disposal of large amounts of used oil.

The proper functioning of engine oil is an essential component for optimum vehicle performance. The two primary functions of engine oil are cooling and lubrication of engines and other moving parts to reduce friction enabling equipment to operate efficiently and smoothly. While serving its intended function, engine oil does not wear out; it becomes contaminated with carbon, soot, silica, metal particles, water, fuel, glycol, and variety of other elements. Once the oil is contaminated, the oil is no longer able to effectively perform its primary function and traditionally has been replaced.

The Puradyn Filtration System has shown to have merit by replacing routine oil changes with the Puradyn filter. A unit is installed in the engine compartment of the vehicle. The unit is equipped with a simple small filter which needs to be changed at normal change intervals through a quick and easy process requiring no tools. This is done in addition to changing the full flow oil filter - however, the oil does not have to be changed. The Pruadyn system eliminates the need for routine oil changes, saving time, money, and valuable oil resources. The pilot program has become so successful that FMS is currently expanding the program with a goal to install the Puradyn filters on all transit buses in the next two to five years, as funding allows.

A routine oil changes on a bus takes approximately one hour and fifteen minutes to complete, vehicles use 36 quarts of oil per oil change, and costs \$58.10 per bus (oil and labor). The cost of a Puradyn filter and additive kit is \$33.83 per bus (filter kit and labor). The economic and productivity advantages are clear. The Puradyn system is now part of all transit bus specifications and is installed at the factory when new buses are ordered.



## **Regional Transit Operators Emergency Preparedness Group**

Department of Public Works and Transportation in conjunction with

Council of Governments, Arlington Transit, Amtrak, Washington-Metro Area Transit Authority, Northern Virginia Transportation Commission, Potomac and Rappahannock Transportation Commission, Alexandria Transit Company, The BUS, Maryland Transportation Authority, Virginia Department of Rail and Public Transportation, Maryland Rail Commuter, Virginia Railway Express, and City of Fairfax

Carolyn Biggins	Julie Hershorn	Jim Raszewski	Dave Snyder
Mike Farrell	Jana Lynott	Jack Requ	Alfie Steele
Mark A. Gibson	Eric Marx	Beth Robinson	<b>Andy Szakos</b>
James Hamre	<b>Andy Meese</b>	Sharmilla Samarasinghe	Simon Taylor
<b>Curtis Hart</b>	Sandy Modell	Ira Silverman	Alex Verzosa

In the wake of the tragedy of 9-11-01 and its concomitant gridlock and congestion, a strong partnership developed among the various jurisdictions and organizations that operate public transportation services in the Washington region. All transportation systems experienced severe gridlock and disruption that day, precipitated by the unanticipated early rush hour and massive numbers of workers leaving the central core of the region simultaneously. The transit operators in the Washington region recognized very quickly that better communication structures and protocols, crossing traditionally rigid organizational boundaries, was imperative to moving the region's workers in an orderly and effective manner. This includes all organizations providing transit service in the region, including Metrorail, the commuter railroads, and Amtrak. The group established itself as Operators Regional Transit Emergency Preparedness Group and took the moniker, "Regional Transit Operators (RTO)," for short.

The RTO immediately established protocols for communicating in emergencies and tested those protocols. Five (5) different primary and backup communication modes were established: landline, centralized conference calling capabilities, Nextel, email, and a "chat room" on the Web for communicating during emergencies when other means of communication were not available. Procedures

were established for providing information to passengers on one central web page (WMATA.com). The result was a cohesive regional mass transit system providing accurate and timely information to passengers.

This RTO group, which meets monthly, also has been successful in helping forge the direction for COG's Emergency Evacuation Plan for the region. There was unprecedented cooperation between the transit and traffic organizations during the preparations and decisions made during the Presidents Day blizzard and Hurricane Isabel. Round-the-clock conference calls using the RICCS (Regional Incident Command Center System) were instrumental in the ability of the region to open access so quickly to the transit systems and the roadways.

The members of this RTO group work together cooperatively and without the normal constrictions of organizational boundaries. They readily offer assistance to other transit systems in need and consistently work to stretch the envelope when it comes to furthering the region's ability to handle our emergencies, whether they are man-made or natural. They recognize that this region depends on its transit systems and feel a strong commitment to provide the best approach for our passengers, to get them safely home in an emergency and do it with the best information and coordination we can.



## Using a Design Competition Process to Enhance Community Participation

### Department of Public Works and Transportation and Silver Spring Regional Services Center

Hasan AskariJon LourieCharles SegermanLloyd N. Unsell, Jr.Sheryl ChapmanSteve NashLaura SteinbergLarry WhitePeter EskerDon ScheuermanGary StithWanda Whiteside

### **Bryant Foulger**

Montgomery County, Maryland in public-private partnership with a developer, PFA Silver Spring LC, used a design competition to enhance the participation of an extremely active community in the architect selection process for a high profile building project.

The County's Civic Building and Veterans Plaza project will be the heart of the 1.2 million square feet of public and private redevelopment in downtown Silver Spring. The County Executive had appointed community leaders to a steering committee to give advice on the planning, design, management, and operation of the project. Having been deeply involved in 2 years of planning, the Committee wanted to be included in the architect selection. The design competition was broader than the normal Request for Proposal and was tailored to permit the desired community participation.

The competition permitted direct communication by the County, developer, and community with the architect Finalists regarding goals, design approaches, philosophies, and technicalities. Finalists were given time to make design revisions prior to their presentations in a public forum. Presentation drawings and models were on public display for two weeks. The competition, the County' first, generated overall community approval and excitement. An internationally known architect team was selected.

The design competition was successful for the following reasons:

- The community was satisfied that the County had made every effort to involve them throughout the process.
- Advertising nationally and involving the American Institute of Architects to email the invitation to several thousand architects resulted in responses from firms nationally.
- A range of architects, regardless of firm size or areas of specialization, participated in the process.
- The exchange and communication between the County, community, developer and the finalists occurred through a pre-design conference and a one-day interactive workshop.
- All finalists were fully qualified professionally and technically capable of successfully carrying out the project.
- Including nationally recognized architects on the jury gave the final selection the additional needed validity.
- The final submissions were exciting, bold, and diverse in their response to stakeholders' concerns. The drawings and models were beautiful and were displayed publicly for the community to see.
- The County, developer, and community saw actual design proposals that would have been impossible through any other selection process.

The competition met all the goals established for the selection process.

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## **Dental Health Services Program**

### Department of Recreation and Department of Health & Human Services

Jeff BourneThanh NguyenLola SkolnikAnita JosephMariaelena SamayoaLinda Yost

**Kathy Lyter** 

Therapeutic Recreation Team, partnered with the Department of Health & Human Services, Aging and Disability Services, to provide matching funds for a Senior Dental Program. The Long Branch Senior Center received matching funds to provide each eligible low-income senior with an exam, cleaning, x-ray and evaluation. Funding for follow-up care was provided by Montgomery County Public Health Dental Services.

Seniors, ages 55 years and older were screened for eligibility by Aging and Disability Services, Client Assistance Specialists, and then referred to the Senior Center for appointments. Vietnamese and Spanish speaking seniors were able to communicate in their native languages to process the initial intake, the required medical history form, and the dental appointment thanks to the translation services provided by the Client Assistance Specialists.

Dental services were provided by a mobile dental unit which came to the Senior Center once a week beginning in November 2003. Fifty-four low-income seniors were seen in the first three weeks of the program. To date, at least 38 additional appointments were scheduled for either follow up care or initial exams.

The dental health program has also been featured by WTTG TV and by the Gazette newspaper.

This has truly been a cooperative effort. The program could not have reached the low-income immigrant population without the support of Montgomery County's Aging and Disability Services, Client Assistance Specialists. The Department of Recreation would not have had the funds to serve so many seniors without the financial support of the Montgomery County's Public Health Dental Program. The staff of the Mobile Dentist was cooperative and helpful with scheduling clients, while additional cooperation and support was provided by the Department of Recreation, Long Branch Community Center staff.

The program has generated a lot of interest in dental health care: Long Branch Senior Center has referred at least 25 adults, who were not eligible for the program, to other dental services. The Dental Health Services Program has been a positive and rewarding collaboration for all involved.



## An Enterprise Geodatabase

### **Department of Technology Services**

Dr. Lian Chen

The Montgomery County, Maryland Department of Technology Services - Geographic Information Systems (DTS-GIS) team has been providing, as one of the most important functions of the team, database services to County GIS users. The DTS-GIS data collection encompasses a wide range of spatial and non-spatial data including vector data, raster/imagery data and attribute tables such as Census 2000 publications. The County GIS data collection has been growing ever since 1992, the beginning of the County GIS program. It is now a terabyte inventory of data. Data originally required a single UNIX workstation for storage and has expanded over the years into a collection that occupies multiple UNIX and Windows workstations and mini-servers.

In 1996, DTS-GIS advanced its GIS database technology by creating its first geodatabase using Environmental Systems Research Institute (ESRI) Spatial Database Engine (SDE) technology. Since 1996, the geodatabase has been expanded. enhanced, and made more accessible to a greater variety of users including GIS specialists, IT specialists, engineers and desktop operators. The data is accessed through the use of GIS desktop software, Internet and intranet applications. The County geodatabase, powered by the industrial standard database management system Oracle and coupled with the latest enhanced functionality of ESRI ArcSDE 8.3, has improved significantly and has emerged from a small scale, GIS specific database into an enterprise level, multi-function database

The 100+ GIS data layers that have been developed and/or maintained over the years are now uploaded into ArcSDE/Oracle hosted at the GIS-DB3 Server.

### **Apollo Teng**

These data layers were organized into the following Feature Datasets:

Basemaps	Infrastructure	Properties
CAD	Land Use	Public Safety
CLINES	Locations	Public Works
Districts	Muni&Urban Areas	Regional
Environment	Nature &Rec	Sewer
Grids	Planning	Water

Since both Oracle and ArcSDE communicate to their client software through the TCP/IP protocol, deployment of the geodatabase to all users and departments is much easier than the old way of mounting file systems. Most end users were able to enter the database server information into their desktops by following a set of simple instructions. Few end users required phone services or office visits. The deployment was quick and smooth, yielding a big savings on the GIS system administrator's time.

The enterprise approach enables single point of access of GIS data for ALL County users. It relieves the users from the need to search through multiple servers for accessing needed data. It eliminates the danger of accessing earlier versions of data due to the fact that multiple copies of data residing on multiple servers can be of different vintages. With the help of fiber-optic network connections, other agencies in the MC:MAPS Consortium can also access this vast collection of GIS data. This in turn reduces the time required for the DTS-GIS Team to service the agencies.



## **Bi-Directional Amplifier System for the Potomac River**

## **Department of Technology Services**

Eileen Basaman Bobby Johnson Dennis Rooney
Tom Fleming Dallas Lipp Helen Xu

This program provides 800MHz Trunked portable radio coverage for Montgomery County Fire & Rescue services to safely complete its mission of fire rescue services on the Potomac River and in the Potomac River gorge. It allows interoperability among jurisdictions with shorelines along the same sections of the river.

Montgomery County has provided a series of Bi Directional Antennas (BDAs) located on both sides of the Potomac River and in several jurisdictions. These BDAs provide boosters for the signals to operate in the river gorge so that all jurisdictions (which have 800MHz systems as well) cannot only communicate well, but communicate with each other. The safety of the citizens has been considerably enhanced, as well as that of the Fire/Rescue personnel.

The Potomac River is a popular recreation area for citizens to raft, swim, fish, boat and hike. It is also a place where accidents happen while these activities are being conducted. When these accidents happen, it is vital that the rescue services have adequate communication. Depending on which side of the river the incident is located, the services of Montgomery County Maryland, Washington, DC, Loudon County or Fairfax County in Virginia, or any combination could be involved. As with most large rivers, they are located in gorges. These gorges do not allow line of sight radio systems to operate very well, and prior to this implementation, there was very poor to non existent coverage for any of the involved jurisdictions.

Prior to the implementation of this BDA system, Fire/Rescue personnel could only talk with other members on scene in the talk-around mode which has a range limit of two miles. No one could talk directly

to the dispatch center or other members not at the scene. This created problems for the dispatch center in monitoring the status of an accident and dispatching essential teams and rescue equipment. If the incident in progress moved to another jurisdiction, there was no way of advising them and gaining their assistance or cooperation. Montgomery County activated the new radio system on July 20, 2003. It is a trunked 800 MHz eleven site digital simulcast system.

These eleven sites provide excellent coverage over the relatively flat terrain throughout the County. The BDA river system works as low power repeaters to amplify the signal from the simulcast base stations into the River gorge. There are a total of four BDA sites along the river. One is in Montgomery County, two are in Fairfax County and one is in Loudon County. With these four BDA sites, we were able to close the radio coverage gap on the river. Dispatch centers can now communicate with rescue teams realtime while they are working on their missions. Other county agencies can collaborate with us on the river by switching to the preset talk group. This significantly improves the effectiveness of rescue operations, creating a higher level of safety for all. Team members can talk on the river even if they are separated by huge rocks, or miles away from one another. Montgomery County provided equipment and services that had never before been used in such a scenario. Not only does this BDA system provide a significant innovative solution to provide enhanced safety for the citizens and Fire/Rescue personnel within the County, but provides a shared interoperable Potomac River radio system which can serve an example of the synergistic benefits derived from interjurisdictional cooperation.



## **Computer Security Monitoring Architecture Program**

### **Department of Technology Services**

Sonny Discini Richard Rogers Keith Young

One objective of the Real-Time Computer Security Monitoring Architecture program was to decrease the lead time and the staff hours associated with identifying vulnerabilities to the County network and systems. Another was to increase the reliability of the data used to make decisions about the validity of a perceived threat so that appropriate and timely action could be taken.

Although elements were implemented prior to October 2002, a unified program to achieve the objectives began at that time. Disparate components already protecting the environment included antivirus software, firewalls, security patch deployment, security scans and assessments and intrusion detection devices. The County deployed additional intrusion detection devices and firewalls and improved firewall configurations. The County also focused on the criticality of standards for application server and network device configurations. Analysis of our equipment and procedures, in turn, led to a requirement for a more automated and timely approach to monitoring and analyzing this entire environment so quick action could be initiated.

A network time protocol server (Stratum 1 time server) was implemented so that all logs would have accuracy to 1 millisecond. This was necessary in order to be sure that we are correlating events from a variety of sources in the sequence they occurred.

A software log correlation product was implemented to provide a description of security events generated by each platform producing a log. The events are counted, evaluated and the threat level assessed. Unimportant events are identified and filtered out.

A program such as OIP is unique to a fire service. An initiated. The results are a manageable set of the highest priority issues requiring action including human intervention. These results can also be used as evidence in criminal or civil proceedings.

Standardized server configurations were designed and implemented. This reduced the vulnerability of the servers to attack since security best practices were applied. It helped ensure the validity of security events, and also improved the ability to correlate data among servers and other security and network devices.

Along with the technical components are the policies and procedures that make the entire process work in a cohesive manner. These include everything from the high level policies that define what is acceptable, to the minute details such as the frequency with which consoles are to be monitored. In between are a myriad of items including coordination with other technical staff, validating suspicious activity, etc.

This program greatly enhances the security of the County network and servers and therefore benefits County employees and ultimately the citizens we serve. It helps insure that the Security staff addresses the most critical threats in a timely manner, and that both centralized and decentralized Information Technology (IT) staff can depend upon more focused data security issues, leaving more time for their business processes. The automated tools and associated processes significantly decrease the amount of time required to evaluate information from a large variety of sources. In fact, it allows the assessment of information that previously could not be considered at all due to staffing limitations.



## **Route Mapper/Places of Interest Guide**

### **Department of Technology Services**

**Christopher Daniel** 

Allen Robinson

**Apollo Teng** 

Montgomery County was instrumental in The Montgomery County, Maryland Department of Services-Geographic Technology Information (DTS-GIS) Systems team developed the Montgomery County Route Mapper (RMAP) and the Places of Interest (PLOI) Guide to enable Web visitors or customers to locate a street address, to find a Place of Interest within Montgomery County, MD, and to generate maps with travel directions, time estimates, and distances. The RMAP and PLOI Guide also enable visitors to find the nearest PLOI by address or to search for a PLOI by title, by place name, or by category. The search results returned to the customer provide contact information, including the name, address, city, zip code, phone, and Web site, for over 1,820 places of interest located within Montgomery County, MD. These places were organized into 29 categories.

In addition, the PLOI search results provide links to RMAP applications so that customers can display a location map or generate a map with travel directions, time estimates, and distances. Customers need only a Web browser (Internet Explorer 6+ or Netscape 6+) to access the RMAP or the Places of Interest (PLOI) Guide that is hosted on the County's Geographic Information Server:(http://gis.montgomerycountymd.gov/content/gis/ploi.asp).

RMAP and PLOI Guide data and applications were created using GIS, web design, and database software on both Windows and Unix operating systems. The applications were designed using

Microsoft Frontpage, RouteMap IMS, and programmed using Active Server Page (ASP) technology, cascading style sheets, server-side include files, and Hypertext Markup Language (HTML). The databases were maintained or managed using ArcView 3.3, ArcGIS 8.3 and managed using Microsoft Access 2000 and RouteMap IMS 2.5 software. In addition, Structured Query Language (SQL) technology was used to access geo-spatial databases (Access and Oracle) through Open Database Connectivity (ODBC) over the County T3 network.

Customers no longer need to contact DTS-GIS staff to provide PLOI-related data or to perform general routing or mapping tasks. Instead, they need only use their Web browser to quickly search or browse the PLOI Guide for location address and contact information or to open RMAP to generate maps and travel directions, distances, and time estimates.

These Web applications improve customer service by providing around the clock access to accurate geo-spatial data, information, and interactive mapping service technology, while reducing the demand on staff time and resources spent on processing related information, routing, or mapping requests.

With RMAP and PLOI Guide deployed on the County Internet Web site, County residents can quickly locate any of the 1800+ places of interest and obtain the travel directions to the places selected. It is a useful tool set for County employees as well as residents.



### Virtual Servers

## **Department of Technology Services**

Shan Balasubramanian Sing Chan

Chung Cheng Todd Harper Saji Jose

During 2003, Montgomery County Department of Technology Services (DTS) began research, experimentation and eventual Enterprise adoption of Intel-x86 Virtual Machine (VM) computing infrastructure.

In early 2003, Montgomery County was experiencing growing pains resulting from two years of successes of rolling out and managing a dramatic increase in Windows based enterprise servers. Enterprise servers grew in numbers from approximately 30 before 2000 and swelled to over 150 by the beginning of 2003.

Key activities facing the DTS team in 2003, with respect to server management included:

- Intricate and time consuming maintenance patching.
- Application/middleware version upgrades.
- Need to qualify a next generation set of architectural building blocks utilizing both Java (J2EE) and Microsoft's .NET technologies.

IT implementation challenges included:

- Lack of servers for Development and Quality Assurance (QA) environments.
- Lack of servers to perform production problem reproduction.
- Lack of server for training environments.
- Complex, hundreds-of-step, multi-day QA-Server activities with no way to save a server state at major milestones. A missed step would often contaminate the server and require a complete reinstall.

Montgomery County, DTS needed more dedicated servers to solve these complex integration problems. However, the purchase of new dedicated servers seemed inappropriate and was unfunded.

- Financially it didn't make sense to purchase dedicated servers as most integration activities were short term needs of days to several weeks.
- Additionally, it was difficult to size these short term server needs properly. Current generation servers were often overkill. Vintage/surplus servers were often too slow and lacked sufficient disk space.

Surprisingly, the VM QA instances proved more reliable than expected. Enough so, that permanent QA, Utility and Production VMs were installed and began to supply 24x7 computing power. Most full-time VM instances are Windows 2000 Server based, with Red Hat Linux VMs on the rise. Nearly every version of Windows and Linux was brought up for some form of testing throughout the year, including DOS and Novell.

The VM setup is not a solution for every enterprise component. For example, high volume production DB servers are generally not a good fit as VMs. Additionally we have run into some software vendor's unwillingness to provide "complete and unconditional" support for the VM environments. However, realization of near 100% compatibility, coupled with tremendous productivity gains compels evaluation of VM in all situations. To protect operations, contingency plans are in place for each VM server in the event of a complex fault isolation scenario.

Rapid successes with the VMware GSX midrange VM solution allowed DTS to make a dramatic paradigm shift to our enterprise server architecture and deployment processes. This in turn, has significantly increased IT.



# **4<sup>th</sup> District Special Assignment Team Department of Police**

PO III Michael E. Bledsoe PO III Joseph E. Lowery PO III Gregory P. Ryan Sgt. Dom A. Fazio Cpl. Edward E. Pallas PO III Timothy M. Spelman PO III Kenneth R. Halter PO III Michael W. Paul

The Special Assignment Team at the 4<sup>th</sup> District Station of the Montgomery County Police Department, under the direction of Sgt. Dom Fazio, has consistently performed in an exemplary fashion for the last four years. Serving the citizens of Montgomery County with pride, they have provided the template for teamwork within the organization which has made reaching the Department's goals a reality.

Since the year 2000, the 4<sup>th</sup> District Special Assignment team has arrested hundreds of drug dealers and 'would be' drug dealers, burglary suspects, car thieves, and rapists. What makes these arrests so special is the fact that many times the aforementioned suspects were caught in the act before any permanent harm could come to the victims. Sometimes following suspects who were totally unaware of their presence for hours, this "old clothes" unit of our Department has distinguished itself as one of the premier surveillance groups in the country.

Here's an example of their handiwork. In early August of this year, they were observing a group of suspected gang members roaming the parking lot of the Westfield Shopping Center in the Wheaton area of the 4<sup>th</sup> District. They followed the group as they traveled by car into the 3<sup>rd</sup> District and watched as those same suspects flashed gang signs by hand at a pedestrian from their car. When the pedestrian did not respond in the manner they would have preferred, the suspects got out of their car and surrounded the pedestrian positioning themselves to attack him.

The pedestrian was saved by the 4<sup>th</sup> District Special Assignment Team seconds before the suspected gang members could stab him with the knives they were carrying. Who says there's never a cop around when you need one?

They have searched for and arrested homicide suspects who were wanted from any of the fifty states. These valiant officers have been willing to leave the sanctity and comfort of their own homes on their day off to help any law enforcement unit that could use their incredible talents. Throughout the law enforcement community it's a well known fact if you can find a 4D SAT officer's phone number, you're a whole lot closer to arresting that suspect who has made the mistake of finding himself in Montgomery County.

These officers have not been selfish with their talents. Every year they teach surveillance techniques, tactical shooting and felony takedowns, just to name a few topics, to any willing aspiring SAT or patrol officer in the Department. Often, other district SAT teams take the class to further enhance their skills.

It is my humble opinion, after 21 years of being a police officer and 48 years of being the son, nephew, and cousin of police officers, the 4<sup>th</sup> District's Special Assignment Team is worthy of the County's Customer Service Award because they truly are one of Montgomery's Best. Their accomplishments have been of great benefit to the residents of Montgomery County.



# **Victim Assistance Unit**

# **Department of Police**

Ellen K. Alexander Blanca Kling

Jorgelina M. Hernandez Ann M. Miller

The mission of the Police Department's Victim Assistance Unit is to deliver comprehensive, compassionate, and timely assistance services to those individuals victimized by crime. The work they perform is often above and beyond their required professional duties. The victim advocates provide the "routine" services of determining emergency emotional and financial needs; making referrals; providing on-scene response or home or hospital calls in order to better accommodate victims too injured or without transportation to access services more quickly; coordinating meetings with investigative staff; helping victims obtain peace and protective orders; and offering court accompaniment. In addition, the members of the unit have found the time to do more than necessary to ensure that victims' needs are met as fully as possible.

For the past two years, the advocates have taken it upon themselves to help provide Christmas to the children of many of our neediest and most financially strapped crime victims. They raise donations to buy the gifts, speak to community and school groups about the project for ongoing support (for that particular year and for coming years), shop, wrap and distribute the gifts. They solicit for funds or food items within the patrol districts and within their own communities. During the past two years, over 200 children and their families have enjoyed a Christmas full of gifts, clothes and food thanks to their year long efforts. The contacts they have made will no doubt sustain the Christmas giving program they have established for years to come.

It is not unusual to find that the advocates in the unit have gone out in the community to seek donations for families who have had to move, especially in case of domestic violence, where all household goods are left behind. They seek and find sofas, beds, toys, clothing, cookware and other kitchen items to help victims to meet basic needs to just live. Most often there is no way for the victims to pick up the donations, so the advocates to it themselves in borrowed cars or use their personal vehicles and deliver the items to the victim's doors – most often in the evening and on weekends when they are off duty and using their own friends and family members to help with the move.

Laurie A. Mombay Julie N. Takai
Linda Ridall Kelley J. Woodward

Perhaps, the best example of their dedication could be seen in the sniper trials held in Virginia Beach and Chesapeake, Virginia. Maryland suffered the largest number of victims from the D.C. area sniper in October 2002. Because prosecution has not begun here and most likely never will, the victims were not handed off to the State's Attorney's Office for services provided at the prosecutorial level. Without the resolve of the members of the unit, the sniper victims from Maryland would have been left without services relating to the prosecution of the two individuals who took lives and injured so many in such a short time. The members of the unit took the initiative to seek grant funding at the state and federal levels to ensure that Maryland's victims had the opportunity to attend the trials in Virginia. Because no prosecutor's office was involved from Maryland, the unit took the challenge to keep these victims informed of court related proceedings and to accompany them to the trials so they had support and information throughout the ordeal of the three month long trials. This meant long hours on the road and longer weeks of being gone from their homes six days a week for weeks and months on end with much personal sacrifice.

Advocates often handled their regular caseloads here in Maryland from the road, late into the evening or early in the morning so that no victim went without services. For those who had family obligations that prevented them from attending the trials personally, they picked up each others' caseloads without complaint and without delay. This work meant extra hours over the evenings and weekends to ensure that caseloads were managed and the unit's 24/7 on-call schedule was maintained. The unit worked in concert with a victim's needs over their own. Last year in 2003, this unit made outreach to over 10,000 victims of crime (including 1,000+ victims of domestic violence), 40% of which was violent crime. In the most recent four-month period in 2004, 3,175 victims of crime were served by this unit, including 789 victims of assault and battery (many of which were domestic violence victims). Since the unit was established in 2002, it has provided service to 17,538 victims of crime.



# Marsha Watkins Thomas

### Office of Procurement

Marsha Watkins Thomas is a Management and Budget Specialist III who has been with the Office of Procurement since 1996. Her County career began as a Public Administration Intern with the Department of Housing and Community Affairs in 1985. Not long after her internship started, she was promoted to an Investigator in the Office of Landlord Tenant Affairs and then assumed a Program Manager position in the Rental Assistance Program shortly after the retirement of a long time beloved and dedicated colleague. It was in these early days that she proved her commitment to customer service. While the description of her supervisor at that time that she could "walk on water" was slightly over rated, she was certainly committed to public service. Once she recognized the diversity of the Rental Assistance recipients, she enrolled in Spanish classes at Montgomery College and became successful enough in a short time to help clients by translating and assisting in the completion of documents and recognizing requests for referrals to other County resources. Her objective, to improve the quality of life for those recipients, truly advanced the mission of the Rental Assistance Program and contributed to the development of alliances with community agencies and establishment of seminars to counsel recipients in their own communities where thy live such as at the TESS Center in Takoma Park.

Upon the migration of the Rental Assistance Program to HHS, she began service at the Office of Procurement as an Administrative Specialist. In her more than seven years with the Office of Procurement she has been recognized as a "master trainer," to her Customer Service Team, a tireless budget administrator and a community champion. Alvin Boss, a Program Specialist for the Minority, Female, Disabled Persons Program (MFD), commented on her commitment to customer service by noting that "she spends hours developing ideas and weighing them to eliminate traditional and ineffective ways of dealing with the public and using departments." By recognizing the needs of the customer service base, from contract administrators to business owners, through surveys and focus groups, satisfaction with service quality has risen from 54% to 75% in the last three years.

She single handedly reinvigorated supervision of the Customer Service Team by introducing the concept of benchmarking and beginning the foundation for an infrastructure of procedures that would later become termed a "schema" to map the Procurement cycle and workflow process. Her mammoth SOP Manual for the Customer Service Team should stand as a guide to purchasing offices in any jurisdiction. Among the many measurable changes she initiated, the most significant were those that were defined as enterprise solutions that relied on mature or even emerging technologies that would become useful countywide. She secured Council approval in FY04 for a Business Process Management System and in FY02 received an appropriation to purchase an automated tracking system for documents requested under the Maryland Public Information Act. As the public demand for information and review of public records has skyrocketed, this knowledge based software has reduced turnaround time for requestors as Procurement moved from a manual to automated technology and provided requestors with realistic expectations as to when they will receive a formal response. Because of her customer service orientation, customer satisfaction with MPIA requests has always remained over 95% even though the number of requests has increased from 150 in FY01 to 521 in FY04.

She has been a tireless community advocate by participating in organizations such as AAEA and the National Forum of Black Public Administrators. As a committee chair for the annual NFBPA 2004 Leadership Awards, she intuitively brought together the County Executive as an honoree on the dais with great African American leadership such as Mayor Anthony Williams of Washington, D.C. and Baltimore Congressman Elijah Cummings. Her community contacts from the past to the present have led her Customer Service Team to establish best practices for minority vendors seeking information and assistance regarding the procurement process. By charting outreach activities and broadening target populations for seminars and events, the MFD Program which she also supervises, has seen the number of awards for MFD firms for RFP's jump from 5 in FY02 to 19 in FY04 with the number of minority vendors in the database growing by over 1,000 since FY02.



# Trish Gill

# **Department of Recreation**

Trish Gill, Recreation Specialist extraordinaire for the Recreation Department, is a true public servant and a consummate juggler of projects and priorities. She is the departmental "go to" person and works tirelessly around the clock to complete every project, special event, and assignment to ensure that each and every County event is managed and executed flawlessly. Trish is the proverbial "behind the scenes" employee often called upon at the last minute to handle the most challenging (and often thankless) duties that require extreme dedication above and beyond the call of duty. Her performance is tireless and she handles all projects with innovation, determination, sensitivity, and a contagious sense of humor.

Trish was instrumental in creating a dynamic partnership with the Montgomery County Fire and Rescue Service that continues to have significant impact on the safety of our residents. Trish volunteers much of her time to serve as the Department's "spokes-dog" on safety. Sparky (alias Trish) is definitely one of Montgomery County Fire and Rescues MVP's (most valuable pups) and one of the most recognized and beloved mascots in the County. But spend some time in the "boots" of Sparky and you'll quickly realize why this Sparky is "Top Dog." Whether it's demonstrating critical life safety skills at area schools, bringing smiles to the children in the oncology ward at Holy Cross Hospital, performing "Stop, Drop and Roll" in the summer heat at the County's summer camp programs. or showing crowds of on-lookers how to escape from a fire on all fours ~ Trish has been critical in reaching out to all segments of the County's diverse and growing population and leaving them with life-saving safety skills that few forget.

In addition to her regular work schedule, Trish puts in countless hours each weekend to produce a variety of both community and countywide events and services. These responsibilities may range from setting up events at 4:00 a.m., chaperoning low-income middle school students to Six Flags Amusement Park, implementation of an after school basketball program to provide wayward youth with safe options, and many other projects.

Her responsibilities often require that she work collaboratively with outside contractors, other County agencies and a variety of community groups. Trish performs not only professionally but works passionately and effortlessly to ensure that every aspect is done safely and efficiently while building partnerships around the County. Additionally, her responsibilities include the recruitment, hiring and training of part-time staff, and she works to build relationships with them as a supervisor and as a friend. The seasonal staff under her authority look up to her as a role model for customer service. The byproduct of such hard work very few moments go by that the team is not passionate about what they are doing. All attributed to Trish and her contagious work ethic and personality.

Within the Recreation Department, Trish has provided support in a variety of functions: League Director for youth basketball, support to our senior programs and center teams, the Teen Team High School Battle of the Bands, summer camp coordinator, and special event assistance for the therapeutics program all areas outside the realm of her responsibility. During the winter of 2003 -2004, Trish was the first to step forward and answer the call for help at Highway Services to answer the phones for snow removal concerns. Hurricane Isabel threatened the area and Trish was in motion inspecting community centers, delivering generators, and helping the citizens of Montgomery County in numerous ways.

It would be easy to survey staff from a host of County agencies to inquire if they know Trish – from the print shop, DFS, highway services, fire and rescue, DPWT to the Police Department, all would echo that they not only know Trish, but also have an unsurpassed level of respect for her commitment to hard work, leadership and dedication to customer service. Undoubtedly, there will be many nominations for these prestigious awards. None will be more deserving than Trish Gill. Her passion, enthusiasm, dedication, outstanding service, and commitment to the citizens of Montgomery County are exceptionally noteworthy and deserving of this prestigious award.



# **Employee Representative of the Year Award**

## Winnie B. Johnson

Fraternal Order of Police, Montgomery County Lodge 35, Inc.

Winnie B. Johnson has been an active member of Fraternal Order of Police, Montgomery County Lodge 35 since 1977. Prior to her retirement from County employment in 2003, she served as a Montgomery County police officer for 27 ½ years.

In 1993, Detective Johnson was appointed to the Lodge 35 Negotiations Committee and has continued as a member of that committee after retirement. This distinguishes her as the longest-serving member of the Negotiations Committee.

Winnie also has been elected to the position of delegate to State and National Fraternal Order of Police Conferences where she has worked with others from throughout both the United States and Maryland to obtain support for issues of importance to the members of Lodge 35.

Winnie is consistent in her selfless dedication to the welfare and interests of police officers and has earned the respect of those who work with her.

Although quiet, diligent, and thoughtful, she is always prepared to voice her reasoned opinions. She has a pleasant personality but when she speaks, everyone listens!

Detective Johnson is extremely competent, reliable and hardworking. She is a strong, positive influence upon others, particularly those who are just beginning their police careers.

It is typical of her character that she relates well with members who range in age from 21 to over 60. Winnie Johnson is deserving of this award and recognition.



# **Employee Representative of the Year Award**

# Nicola "Nick" Venuto

# Montgomery County Career Fire Fighters Association, IAFF Local 1664

Nick Venuto began his career with Montgomery County's Fire and Rescue Service on March 25, 1974 and retired on April 21, 2000 due to an on the job injury.

Nick was promoted to the rank of Sergeant in 1986 and subsequently to Lieutenant in 1988. Although retired Nick has stayed active with the Union becoming the Local's Recording Secretary in 2000 and continues to hold that office.

Over these last four years Nick has gone above and beyond the required duties of Recording Secretary. In 2001 he became chairman of our Local's Scholarship Committee, a member of the Budget Committee and our Local's representative to the Fire and Rescue Commission's Operations Committee.

In 2003, Nick established our first ever bowling tournament to raise needed funding for our Member's Welfare and Benefit Fund.

The tournament is a huge success and has sold out with fire fighters and guests coming from all over Maryland and Virginia. In only two years of existence this bowling tournament has raised over \$10,000.00.

Nick continues to further involve himself with the Local as our representative at the Montgomery County Park and Planning Commission's "Housing for the Work Force Focus Group". We cannot imagine where our Local would be without Nick's dedication to his fellow "Brothers and Sisters". Even though retired he continues to fight to improve the working conditions for his fellow fire fighters so that they will be able to perform their job duties in a safer atmosphere than the one he left behind.

It is for all these reasons that we are proud to select Nicola "Nick" Venuto as our recipient of the MCCFFA, IAFF Local 1664 Union Representative of the Year Award.



# **Employee Representative of the Year Award**

# **Robert Lehman**

# Municipal and County Government Employee Organization (MCGEO) UFCW Local 1994

Deputy Sheriff Shop Steward Robert Lehman organized the successful sign-up of every bargaining unit member in the Union's Active Ballot Club. Lehman and all of the Sheriff's department shop stewards went to each individual in the department and asked them to participate in ABC, a political action defense fund comprised of voluntary contributions of Local 1994 members. Getting individuals to participate in the Active Ballot Club was easy Lehman says, because the deputies understood how politics impacts their employment and the need to support the Union in that regard.

Lehman, a deputy sheriff for 10 years, began his stewardship 2 ½ years ago. He was prompted to get active by the need to resolve the complaints of his co-workers and decided the best way was to get involved. "Once you're involved," he said, "you have a greater appreciation because you see the hurdles that are involved, and you can help the greater Union achieve footing with administration." The ABC is important because you have a sympathetic ear with elected officials when it comes to the issues effecting public employees.

In the past year of his tenure, Lehman has involved himself in the Sheriff's Department Labor-Management Relations Committee and the county-wide bargaining team for the Montgomery County contract. Lehman serves on the union bargaining team for negotiations over Sheriff's Department working conditions. This departmental bargaining was made possible by recently passed legislation resulting from lobbying by the Union on behalf of the Sheriff's deputies. Since achieving full ABC participation, and applying the necessary pressure, the Sheriff's office has 1) successfully altered a bill that now affords them the same rights as other law enforcement officers injured in the line of duty and, 2) achieved the historical legislation allowing them to negotiate working conditions directly with the Sheriff for the first time.



# **Employee of the Year Award**

# E. Bernard Woodard

# **Department of Correction and Rehabilitation**

Mr. Woodard is a 21 year veteran of the Department of Correction and Rehabilitation. He has held various positions in the Department, but was specifically nominated and selected as the Employee of the Year for the Department for his exemplary work and efforts in the recruitment of over 150 new Correctional employees for the new Montgomery County Correctional Facility in Boyds, MD. During the past four years, Mr. Woodard has led a Recruitment Team responsible for recruitment, coordination of examination procedures. selection interviews. physical examinations, psychological evaluations, and investigations background for entire the Department. During this period, we have hired over 250 Correctional Officers, 30 Community Health Nurses, numerous Correctional Specialists and Resident Supervisors at the Pre-Trial and Pre-Release Services Divisions as well as support staff at all five Divisions. He personally handled the transition from a private food service vendor to a fully staffed county dietary operation with 16 Correctional Dietary Officers and 4 Food Service Supervisors now staffed in this critical work area throughout the Department. The field of Corrections is increasingly becoming a great career opportunity for many, but to arrive at the numbers listed above we must process and consider many applicants.

Mr. Woodard aggressively seeks out staff members who represent the great diversity of the County's population and continues to strengthen the quality of services provided by this Department. As a result of these efforts, the Department of Correction and Rehabilitation received the 2003 Diversity Award.

This nomination is submitted because Mr. Woodard developed a complete new process for recruitment and hiring. Approximately 14 people are reviewed for each person hired. This involved a complete re-engineering of the entire recruitment process. DOCR received the County Diversity Award because of significant community outreach led by Mr. Woodard to bring forward new applicants from a broad diversity of racial and ethnic groups. His leadership moves an entire agency forward when the old approach might have retarded the opening of a new correctional facility due to the absence of qualified staff. nomination might have been submitted alone based on the recruitment of an entirely dietary staff when a private vendor had previously operated a food service program for almost 1,000 people per Bernard led this effort and the new jail opened on time, and the new dietary program operated by the County was ready to go as a result of his efforts.



# Employee of the Year Award

# Captain Oscar Garcia

# **Montgomery County Fire and Rescue Service**

Imagine watching helplessly as paramedics attempt to save the life of someone you love. This event played out for Oscar Garcia and his family years ago when his father had a heart attack. The event, and the rescue efforts, left such a powerful impression on Oscar that it served as the catalyst for him to enter the world of fire and rescue services to help those in greatest need – on what is often the worst day of their lives.

Captain Oscar Garcia is a 14-year veteran of the Montgomery County Fire and Rescue Service and his commitment and passion for the safety and well-being of the community he serves is evident each and every day. Captain Garcia has worked tirelessly to ensure that the ever-growing population of non-English speaking residents in Montgomery County has a voice and a heart. He has championed the needs of the Latino community and demonstrated excellence innovation in the expansion and delivery of critical life safety programs and activities to these, often the County's most vulnerable and at-risk, residents. When critical fire safety information is needed or when recent hurricanes threatened the community Captain Garcia was behind the scenes working around-the-clock to ensure that translated safety information was available to Montgomery County residents. Because of the everyday demands of firefighters in the County, much of Oscar's work is done on his own time. Captain Garcia is often in the community following a devastating fire or similar event leading outreach efforts to those affected. He provides the community with "After the Fire" information, engages in a door-to-door campaign to check smoke alarms and personally ensures the safety of County residents.

Captain Garcia sets the standard for outstanding leadership and collaboration. His commitment to safety and the well-being of the community is unparalleled. He is frequently in the classroom on "all fours" surrounded by enthusiastic elementary school-aged children delivering life-saving lessons about safety and emergency preparedness.

Captain "just call me Oscar" Garcia is passionate about creating the safest generation ever and he is doing just that. One child and one citizen at a time. Through his motivation, hard work and advocacy, Captain Garcia is a respected and familiar face in the community. He has earned the respect and trust of the Latino community who seek his guidance, assistance and counsel. With pedestrian fatalities at unacceptably high numbers and a large percentage of those killed and injured Spanish, Oscar is tireless in his efforts to educate and reach out to the County's at-risk communities. He is typically the first to set up special events in the County to promote safety and the last to leave ensuring that each event is marked by his impeccable attention to detail. He moves quickly from safety lessons in the classroom to fire/rescue spokesperson to delivering safety information and conducting smoke alarm checks to the many elderly and homebound County residents through the "Meals on Wheels" program.

Captain Garcia attributes his lifelong passion and commitment to the community to his father . . . who survived that day when Montgomery County Fire and Rescue responded to his 9-1-1 call. Fourteen years later, when the bells go off and Captain Garcia is responding to a call for chest pains, he recalls that day that changed his life. Preventing injury or illness through education is Captain Garcia's most passionate interest and when you add his enthusiasm, commitment and dedication, you truly have one of Montgomery's Best. The Montgomery County Fire and Rescue Service is privileged and honored to nominate Captain Garcia for an Employee of the Year Award.



# **Employee of the Year Award**

# Stephanie E. Killian

# **Department of Housing & Community Affairs**

Soaring housing prices in recent years have made the need for affordable housing even more critical. In FY 04, Multifamily Housing Manager Stephanie Killian brought to fruition scores of housing projects by combining vision, highly professional work, extraordinary ability to establish unwavering public/private partnerships, and commitment to creating and preserving affordable housing for Montgomery County's families, singles, seniors, and people with special needs. More than \$25 million housing-related funds were disbursed or committed under her administration of the Housing Initiative Fund (HIF) and other sources. Ensuring high value for tax dollars, she leveraged County funds with federal, state, and private financing at an amazing six to one ratio. And, thanks to her efforts, nearly 3,000 homes were created, preserved, and/or renovated.

Stephanie was the driving force in acquiring the former Econo Lodge Motel in Gaithersburg and creating strong partnerships to convert it to the Seneca Heights Apartments. This County-owned facility, operated by the Coalition for the Homeless, now houses 40 single homeless adults and 17 families. Round-the-clock support services and intensive case management enable residents to address issues that led to their initial homelessness. She also identified a site in downtown Bethesda for Personal Living Quarter (single room occupancy) housing and took the lead to ensure that it would be developed into 12 units of affordable housing. Her efforts have made housing possible for some of our most vulnerable residents. efforts have made housing possible for some of our most vulnerable residents.

To address the needs of the County's burgeoning senior population, Stephanie worked closely with Victory Housing to develop Victory Terrace, a 70 unit senior independent living facility on a surplus school site in Potomac. In addition, she worked with Victory Housing to acquire and renovate a 187 unit, 12 story very low-income senior housing developments in Takoma Park without raising rents by creatively crafting a financing package using federal low-income housing tax credits and project-based rental subsidies.

Stephanie's "can do" attitude has become a hallmark of her Multi-Family Housing Section. She works with staff to develop their technical expertise and career potential by delegating many day-to-day responsibilities for challenging projects. In FY 04, Stephanie and staff streamlined several processes, such as on-line loan monitoring, to save valuable staff time. working with private and non-profit partners, she is expert at assembling teams and providing guidance to ensure collaboration among players, keeping projects on schedule, and sparking ideas and initiatives. Her efforts have helped realize the goals of the County Executive's Housing Policy, that "all of our citizens working or living in the county have equal access to sound and affordable housing." Now more people can call Montgomery County home thanks to Stephanie E. Killian, one of Montgomery County's Best.



# **Exceptional Service Award**

# Patricia L. Risinger

# **Department of Health and Human Services**

In my sixteen years with the Montgomery County Department of Health and Human Services I have met many wonderful people and can think of lots of individuals who certainly deserve consideration for the Exceptional Service Award. However, one individual towers over this fine group. Patricia Risinger at the Takoma East Silver Spring (TESS) Center in Silver Spring personifies the true meaning of customer service and exceptional service.

Pat is an exemplary model of excellent well delivered customer care – both internal and external. She is a tremendous asset not only to the Takoma Park/East Silver Spring Community, but also to her many colleagues in the Department of Health and Human Services.

It is not only her powerful and determined advocacy that makes her worthy of an award, but also her consistent and outstanding warmth and positive cheerful attitude.

She demonstrates a rare and tireless willingness to always go above and beyond the call of duty. Pat not only goes the "extra mile" for a client in need or a colleague seeking help with an individual or family, she actually runs the "marathon" (and makes it look easy).

Pat working under impossible demands and limited resources always maintains a pleasant sense of humor and perspective whether it be helping a family in the eleventh hour obtain a food basket or Christmas presents for a family of seven long after all of the normal food supplies and toys are exhausted or solving a client's impossible transportation problem or financial melt down.

Pat has a gift for linking clients up with a multitude of resources and then giving them the ongoing support and encouragement to make a real difference in their lives.

Pat's leadership, energy and creativity are inspirational and have made the TESS Center what it is today, an invaluable life line to the citizens of Takoma Park / East Silver Spring.

On a daily basis she performs alchemy in the lives of her clients, transforming despair into hope and positive change. Her most outstanding quality which is the foundation and secret to her superb customer service is very simple, she CARES about people, and this is reflected in everything she does.



# **Exceptional Service Award**

# Frederick C. Wilcox

# **Department of Housing & Community Affairs**

Front-line DHCA employees touch thousands of lives directly every year. Yet their efforts are greatly enhanced by staff who manages the resources that make direct provision of services possible. For over 26 years, Manager III Fred Wilcox has handled perhaps the most complex budget in the County, providing exceptional service to County staff, our public/private partners, financial institutions, and ultimately to tens of thousands of County residents through our housing, community development, commercial revitalization, and consumer protection programs.

Fred administers over 60 separate budget accounts and 34 grant funds that provide monies to other departments, agencies such as the Housing Opportunities Commission. and local municipalities. Each individual account/fund may have hundreds of subaccounts, which Fred must set up, monitor, and reconcile. Monies come from federal, state, County, and such special funding sources as the Landlord-Tenant Fund, Housing Initiative Fund (HIF), Community Development Block Grant Fund (CDBG), and Emergency Shelter Grants. CDBG funds alone provide over \$8,000,000 yearly, mainly to nonprofits that serve the needy, elderly, at-risk youth, homeless, and other vulnerable populations. Not only has Fred saved the County hundreds of thousands of dollars, but by reprogramming funds repaid to such programs as the Housing Rehabilitation Loan and the Moderately Price Dwelling Unit Programs, Fred generates even more money for DHCA. prudent stewardship has been a key

factor in the many NACo, HUD Best Financial Practices, and other awards that DHCA has received over the years.

In the past five years, Fred has handled over \$100,000,000 in monies that preserve and promote affordable housing. In acquiring properties, timing is critical in today's hot real estate market. Pulling multi-million dollar property acquisition deals together literally at the last minute, with stringent deadlines imposed by large-scale developers or Fannie Mae, involves ensuring that closing funds are available, that complicated loan closing documents are properly executed, and that all procedures are followed. In FY04, due largely to Fred's expertise and extraordinary efforts, the County, the nonprofit Homes for America, and private financing sources worked together within just 30 days to keep a 212-unit high rise in Silver Spring open and avoid displacing its low and moderate-income elderly residents.

Each new administration has brought new priorities, initiatives, and programs that impact DHCA funding. Over 26 years, Fred has developed an "institutional memory" and serves as a catalyst for change in ensuring the fiscal success of our programs/services. Executive and Council staff, department heads, federal, state, and local officials, and DHCA/County staff have expressed admiration and gratitude for the exemplary services of Fred Wilcox. He ensures the integrity of our processes and programs, always upholding the County's guiding principles.



# **Exceptional Service Award**

## Norma C. Beaubien

# **Department of Police**

Norma Beaubien has been the manager of the Police Department's False Alarm Reduction Section (FARS) since its inception in 1994. The purpose of the False Alarm program is to reduce the number of false alarms to which police respond each year. To accomplish this the FARS licenses alarm companies, registers alarm users, sends notification of false alarms and bills for excessive false alarms to alarm users, ensures that appropriate inspections and upgrades of alarm systems occur, and handles informal appeals regarding the false designation of alarm Responding to false alarms wastes activations. thousands of hours of police patrol officers' time and leaves them unable to respond to genuine public safety emergencies.

Since enforcement of this program began, the FARS has recovered over 100,240 hours in police officer time, which is the equivalent of 61.8 work years in police officer time and \$9.3 million in County resources. Police dispatches to false alarms have been reduced from 42,821 in 1994 to 21,452 in 2003, a decrease of nearly 50 percent. In fact, for the third year in a row, the National Burglar and Fire Alarm Association stated that Montgomery County has the lowest reported residential, commercial, and combined dispatch rate of any jurisdiction in the nation. accomplishments are even more impressive because the number of alarm users (both residential and commercial) has more than doubled from 29,756 in 1994 to 66,474 in 2003, an increase of 123 percent. In addition to this, the False Alarm program also collects nearly \$1.1 million annually in user registration fees, false alarm response fees, business license fees, and other revenues collected. These revenues not only cover the entire cost of the program, but also return a portion of the revenues to the County General Fund to support other programs and services.

Under Ms. Beaubien's leadership, the FARS also engages in extensive community outreach activities with residents, the business community, the alarm industry, and other local jurisdictions to educate them about the false alarm program, how to avoid false alarms, and implementing false alarm programs in other jurisdictions to more effectively use police officer time. Also of note, is that during 2003, Ms. Beaubien managed the successful transition of the false alarm IT program, originally developed in 1994, to the new Computer Aided Dispatch (CAD) system as part of the County's Public Safety Communications System. This required many hours of testing, software modifications, and working with the IT vendor, and the Department of Technology Services.

The effectiveness of the False Alarm program under Ms. Beaubien's leadership has received national attention. Ms Beaubien was invited as a featured speaker on a panel at the annual conference of the International Association of Chiefs of Police in Philadelphia in October 2003. The false alarm reduction program has also received favorable attention in various media outlets including the Wall Street Journal, Security Sales and Integration, CBS, and the Washington Ms. Beaubien should receive the Post Montgomery's Best Exceptional Service Award for the long and consistent record of accomplishments cited above. Her efforts in effectively managing this program has greatly supported the Police Department's mission to safeguard life and property, preserve the peace, prevent and detect crime, enforce the law, and protect the rights of citizens. Ms. Beaubien has accomplished this in a highly cost-effective manner which has increased the productivity of police officers. The County is safer and more peaceful as a result of her commitment to excellence in public service.



# MONTGOMERY'S BEST 2004



The Montgomery's Best 2004 Honor Awards Program was made possible, in large part, through the generous work and support of the following individuals:

## Office of the County Executive

Douglas M. Duncan, County Executive Bruce Romer, Chief Administrative Officer (CAO)

Paul Folkers, Assistant CAO Parker Hamilton, Assistant CAO Scott Reilly, Assistant CAO Gay Reilly, Program Specialist II

Debbie Richards, Senior Executive Administrative Aide Sophia Teng, Senior Executive Administrative Aide

#### **National Association of Counties**

Larry Naake, Executive Director

#### Office of Human Resources

Joseph Adler, Director Sylvia Jarquin, Human Resource Specialist

Douglas Bliven, Awards Program Coordinator Karen Plucinski, Manager

Liz Habermann, Human Resources Specialist Teddy Ramet, Public Administrative Intern

### Montgomery's Best 2004 Honor Awards Committee

Irene Briggs Department of Public Libraries

Rose Faccenda Office of Procurement
Rita Howard Department of Recreation

Michael Hoyt Department of Public Works and Transportation

Shelley Janashek Department of Environmental Protection
Kent Mallalieu Montgomery County Fire and Rescue Service

Helene Rosenheim Mid-County Regional Services Center
Judith Unger Department of Health and Human Services

### **Diversity Council Panel**

Shelley Janashek Yasmin Reyazuddin DeVance Walker

#### **Honor Guard**

Department of Correction and Rehabilitation Soloist: Captain Evelyn Cahalen, Department of Police

## Print Shop, Department of Public Works and Transportation

Richard Taylor, Print/Mail Services Manager

### Division of Risk Management, Department of Finance

Frederick Enos, Occupational Safety & Health Manager

#### **Department of Recreation**

Rita Howard Trish Gill

#### Office of Public Information

Thomas Whorton, Graphic Artist

#### **Department of Housing and Community Affairs**

Myriam Torrico, Language Services

# ACCESSING PHOTOS OF THE MARCH 11, 2005, MONTGOMERY'S BEST AWARDS CEREMONY

Photographs of the Montgomery's Best 2004 Award presentations will be available on the Internet for 60-days beginning on <u>April 11, 2005</u>.

## To See the Photos on the Internet

- 1. Go to Montgomery County, MD Government internet web site:
  - http://www.montgomerycountymd.gov;
- 2. Select (left click) "GOVERNMENT" (top box);
- 3. Select "HR Resource Library" (left column);
- 4. Select "HR Management" (top box);
- 5. Select "Montgomery's Best Honor Awards";
- 6. Select "2004 Awards Ceremony Photos/Index"

### **<u>View Photo</u>** (from the INDEX OF PHOTOS)

- 1. Choose the photo under Recipient & Organization.
- 2. Select the hyper-link Photo #.

Note: sequential photos (e.g., Photo #s 0011-0012) will be shown together.

## **<u>Download & Print Photo</u>** (to floppy disk or hard drive)

- 1. View the photo (see above).
- 2. Place cursor on the photo and right click.
- 3. Select SAVE PICTURE AS.
- 4. Select where you want to save the photo
  - e.g., to Floppy Disk (Drive A)
  - e.g., to Hard Drive (Drive C).
- 5. Save the photo.
- 6. Print the photo from the floppy disk or hard drive.

### **Print Photo** (from Photo # hyper-link in the INDEX OF PHOTOS)

- 1. View the photo (see above).
- 2. Select FILE on the computer's horizontal toolbar at top of screen.
- 3. Select PRINT PREVIEW to view what the printed photo(s) will look like.
- 4. Select PRINT to print that page
  - Note: sequential photos (e.g., Photo #s 0011-0012) will print multiple pictures.
- 5. Caution: do NOT select the printer image that appears when the cursor is on the photo
  - only a small section of the photo will be copied.

